

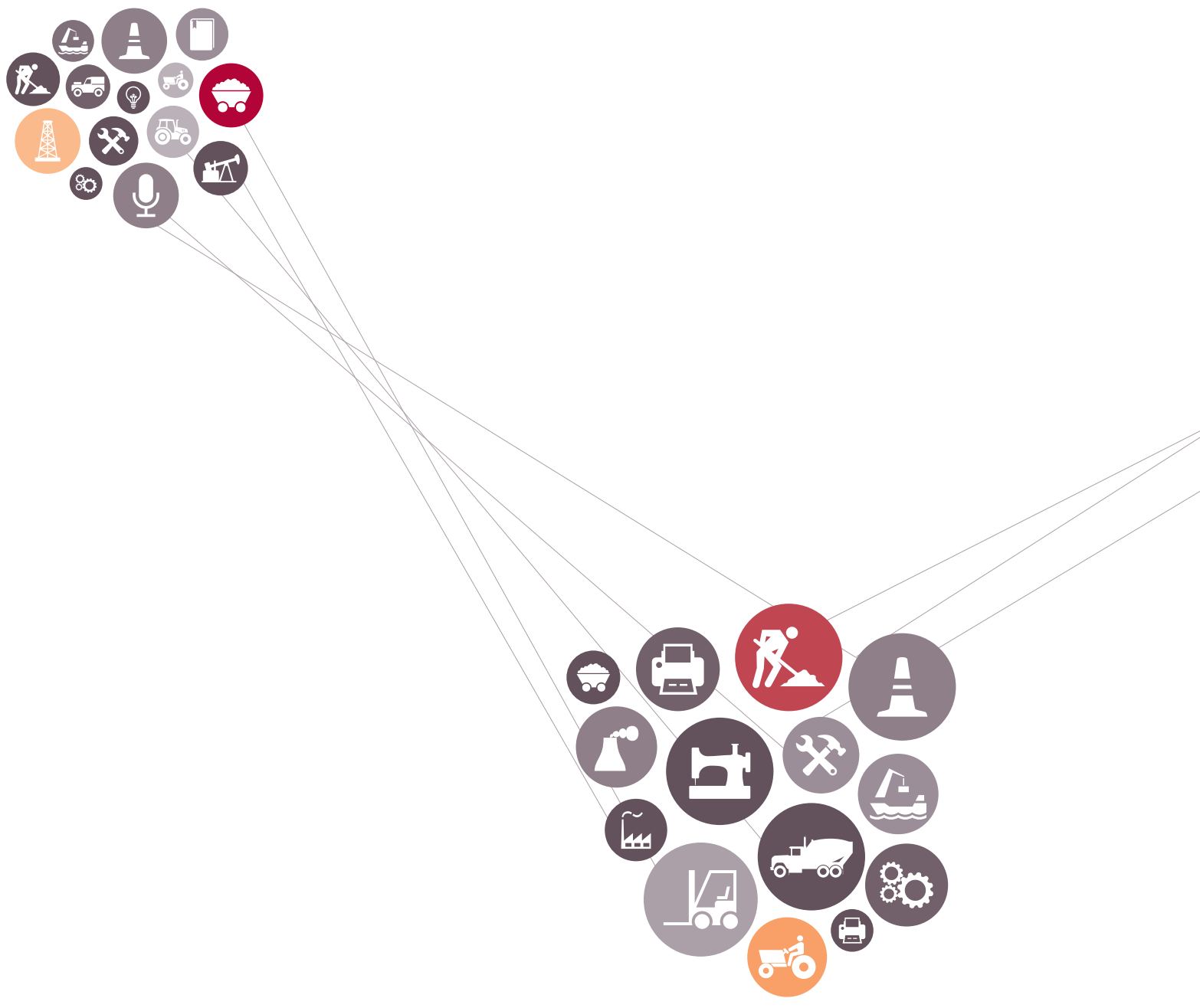


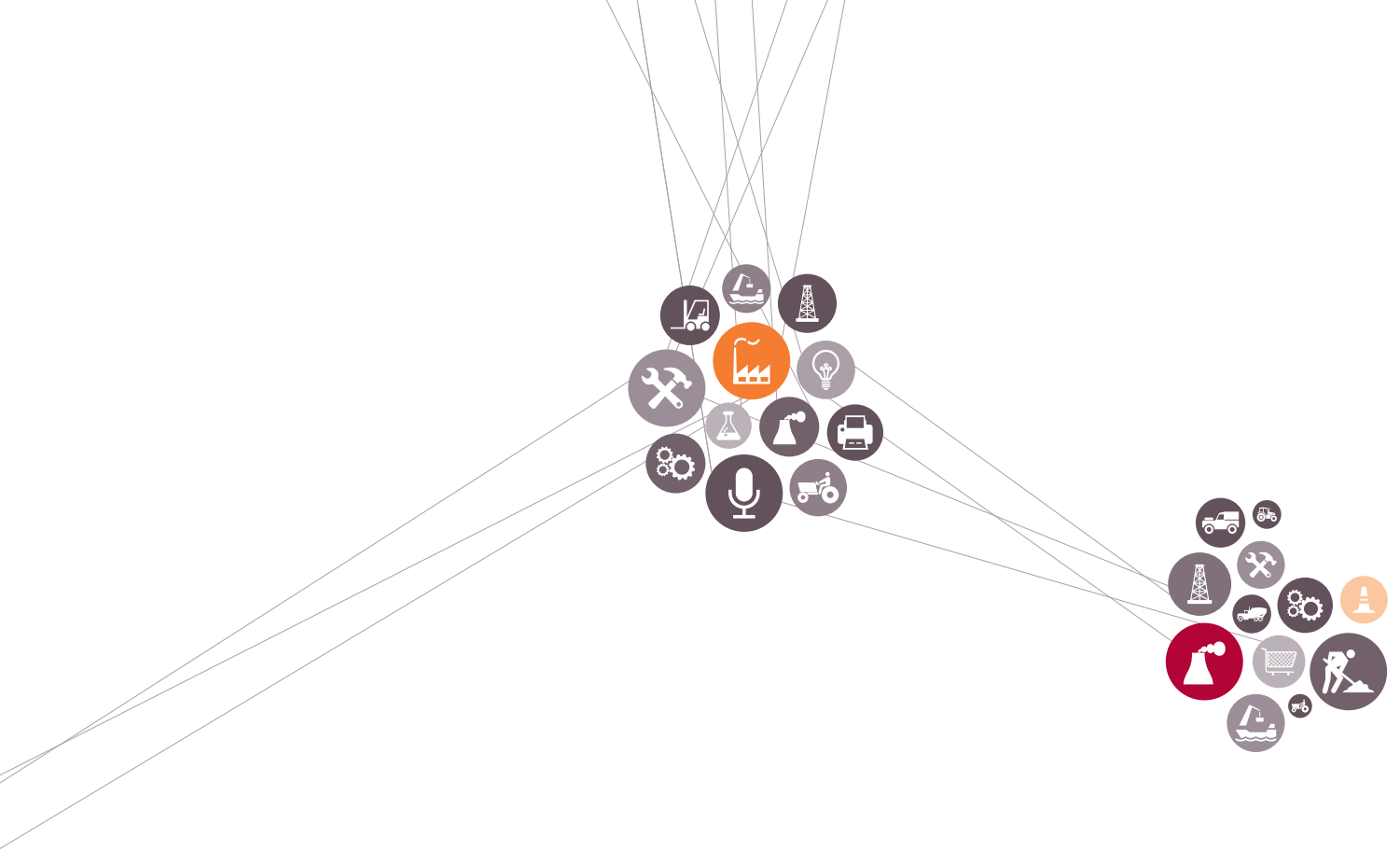
MONDRAGON

HUMANITY  
AT WORK

Finance  
Industry  
Retail  
Knowledge

2011 | ANNUAL  
REPORT





## MONDRAGON: Co-operative DNA

MONDRAGON Corporation is today one of the top Spanish business groups. With more than 83,000 workers, revenue in excess of €15bn and 281 companies and co-operatives, it is one of the leading reference points in terms of the co-operative movement worldwide. Present in the industrial, financial and retail sectors, it also pursues important initiatives in the fields of knowledge and education.

Two of its most characteristic traits in recent years have been its firm commitment to the internationalisation of its activities and its priority focus on innovation. MONDRAGON, with more than 15,000 people working abroad, has production subsidiaries and corporate offices in 41 countries and sales in more than 150. Its stance on innovation is channelled through a network made up of 14 technology centres and a team of 822 people dedicated exclusively to R&D.

MONDRAGON Corporation is a competitive and successful business project, which during its 56 years of history has become a benchmark worldwide in terms of work based on co-operation. MONDRAGON is also a model in which people play a true leading role in the company and in which commitment, social responsibility, participation and transparency form part of its co-operative DNA.

## RECOGNITION FOR EXCELLENCE IN MANAGEMENT

(\*) Information up to 31 December 2011.

**1 Finalist in the EFQM Award** obtained by Fagor Electrodomésticos (Cooking appliances).

**1 European Environmental Award** won by Orkli.

**8 Gold Q awards:** Caja Laboral, Copreci, Fagor Industrial, Fagor Minidomésticos, Eroski's Fresh Produce Depot in Amorebieta, Mondragon Lingua, Politeknika Txorierrri Ikastetxea and Seguros Lagun Aro.

**19 Silver Q awards:** Auzo Lagun, Eroski for its Depots in Amorebieta, Elorrio, Agurain and Zorroza, Enpresagintza, Fagor Electrónica, Fagor Electrodomésticos Comfort, Fagor Electrodomésticos Washing Appliances, Fagor Electrodomésticos Furniture, Geyser-Gastech, Lea Artibai Ikastetxea, Mondragon Goi Eskola Politeknikoa, Orkli, Soraluze, Ulma Packaging, Ulma Piping, Ulma Handling, Viajes Eroski and Domusa.

**110 ISO 9000 Certifications.**

**59 ISO 14001 Environmental Certifications.**

**6 Ecodesign Certifications:** Fagor Electrodomésticos, Geyser-Gastech, Orona, Eredu, Soraluze and LKS Ingeniería.

**29 OHSAS 18000 Certifications** for Workplace Risk Prevention Systems.

**1 SA 8000 Certificate of Social Responsibility** achieved by Eroski.

**1 Family-Responsible Company Certificate (FRC)** achieved by LKS.



## PRESIDENT'S MESSAGE

After the apparent and incipient recovery perceived in the second half of 2010 at the national and European levels, at the start of 2011 signs of a new slowdown were observed which has since been confirmed with the Spanish economy going into recession in the last quarter of the year and a new widespread slowdown in most of the countries of the European Union.

It was in this adverse economic situation and in a climate of insecurity, uncertainty and general lack of confidence that we had to tackle the task of management in 2011. It was a year in which, in spite of the circumstances, we have given a new boost to internationalisation, we have accessed new markets, we have promoted innovation, and we have repositioned some of our businesses. We have also continued to apply shock measures from previous years to tackle and satisfactorily meet the new deterioration in the economic situation: relocation of workers, savings in purchasing or containment of salaries, among others.

The most important aspects in 2011 in corporate terms have been:

- The preparation and approval of MONDRAGON's Socio-business Policy to help strategically guide and steer the Corporation as a whole over the period 2013-2016.

- The important progress made in opening up our businesses internationally.

- The intensification of innovation and development policies as an essential requirement to ensure our future and be present in the most competitive markets.

### **Socio-business Policy 2013-2016:**

After the reflection and preparation of the report started back in 2010, its content was unanimously approved at the Congress in September 2011 in the form of a challenge: the transformation of the corporate organisation, based on 5 strategies: Sizing, Internationalisation, Innovation, Inter-cooperation and Commitment and Co-operative Identity, and their respective directives which have to mark the path for us to follow over the next few years.

**Internationalisation:** In the Industry Area our firm conviction has been confirmed that companies with a higher degree of internationalisation have greater leverage for growth which lessens, neutralises and diversifies the risks derived from excessive dependence on shrinking local markets, and as a result, better defend and raise the value of the jobs in our community. Therefore, in the Industry Area international sales have risen to account for 67% of total sales, which is an increase of 4.1 points compared to 2010, with 2011 ending

with 94 production facilities overseas and 15,162 workers abroad.

**Innovation:** Innovation continues to be an essential lever for generating new businesses for the future. In this regard, MONDRAGON assigned €165m to R&D; the Industry Area earmarked a budget of 9.1% over value added; we have 508 families of invention patents and we are participating in 39 international R&D projects. And here is a piece of data worth highlighting: 20.5% of sales in the Industry Area in 2011 were new products and services, which did not exist five years ago.

And all this within the framework of a **Co-operative Model**, which shares the same Principles, Values and Management Model, and that is once again demonstrating that it has unique competitive mechanisms for dealing with difficult times, with which to combine business and social interests in line with our double position as owners and workers in a dynamic balance always at the service of the socio-business project aimed at generating wealth and employment.

José M<sup>a</sup> Aldecoa

# contents



## BASIC INFORMATION



## AREAS: FINANCE, INDUSTRY, RETAIL AND KNOWLEDGE

### 1\_1 Finance Area

- Caja Laboral
- Lagun-Aro, EPSV
- Seguros Lagun Aro

### 1\_2 Industry Area

- Consumer Goods
- Capital Goods
- Industrial Components
- Construction
- Services to Business

### 1\_3 RETAIL AREA

### 1\_4 KNOWLEDGE AREA



FINANCIAL STATEMENTS  
AND TRADING ACCOUNT



ORGANISATIONAL  
STRUCTURE CORPORATE AND  
MANAGEMENT BODIES



LIST OF COMPANIES

## BASIC INFORMATION

In euros.

Business development	2010	2011	% Var.
TOTAL ASSETS	33.09bn	32.45bn	-1.9
EQUITY	4.29bn	4bn	-6.7
Consolidated RESULTS	178m	125m	-29.8
CAJA LABORAL customers' DEPOSITS	18.63bn	18.21bn	-2.2
LAGUN-ARO ASSET FUND	4.48bn	4.53bn	1.2
Total REVENUE	14.75bn	14.83bn	0.5
Total SALES (Industry and Retail)	13.99bn	13.97bn	-0.1
Net INVESTMENT	101m	194m	92

Employment	2010	2011	% Var.
Average number of JOBS	83,859	83,569	-0.3
% MEMBERS over co-operative workforce in Industry Area	85.9	82	-4.5
% WOMEN in co-operative workforce	43.7	43.6	-0.2
Accident rate in Industry Area	37.9	35.9	-5.2



**Participation**      **2010**      **2011**      **% Var.**

Worker-members' SHARE CAPITAL	2.20bn	1.82bn	-17.6
Number of WORKER-MEMBERS in Governing Bodies	892	872	-2.2

**Solidarity**      **2010**      **2011**      **% Var.**

RESOURCES earmarked for activities with a social content	16.7m	18.4m	10.2
Number of STUDENTS in education centres	9,282	9,304	0.2

**Responsible environmental management**      **2010**      **2011**      **% Var.**

Number of ISO 14000 certifications in force	54	59	9.2
Number of ECODESIGN certifications	6	6	0

**Investment for the future**      **2010**      **2011**      **% Var.**

% of resources earmarked for R&D/Value added in Industry Area	8.1	9.1	12.3
Number of TECHNOLOGY CENTRES and R&D units	14	14	0
Total number of researchers	1,293	1,885	45.7

**MONDRAGON**

**281**  
BODIES

**111**  
CO-OPERATIVES

**143**  
SUBSIDIARY COMPANIES

**5**  
FOUNDATIONS

**1**  
BENEFIT SOCIETY

**9**  
UMBRELLA ORGANISATIONS

**12**  
INTERNATIONAL SERVICES



9.304





14



94



**AREAS**

- FINANCE 1\_1
- INDUSTRY 1\_2
- RETAIL 1\_3
- KNOWLEDGE 1\_4

1



### FINANCE



2011 has been a difficult year for the financial sector, with a number of adverse factors coming together, such as the persistence of historically low interest rates, the continuing high levels of default, with the resulting need for provisions which have continued to take their toll on profit and loss accounts, and the fierce competition to attract savings, with an increase in costs and a tightening of margins.

Another two specific circumstances have to be added to all this, namely the restructuring of the sector, particularly in the savings bank segment which is undergoing an intensive consolidation process, and the rise in the demand for capital, in order to strengthen the solvency of the financial institutions, especially to offset their exposure to property risk.

**MONDRAGON's Finance Area** has been required to cope with this stormy environment, having to counteract the unfavourable factors with management measures aimed at improving the efficiency of the businesses in this area.

The most representative variables for **banking activity**, such as bank investment and the capture of deposits, have shown a fairly flat trend, in keeping with the slow pace of the economy, which has been reflected in a reduction in household and business income, with the resulting adverse effect on the capacity for saving and the demand for creditworthiness.

In terms of the stock markets and their effect on the **investment portfolios** of the organisations in this Area, their performance over the past year has been inconsistent, since in the USA and Central European countries they have done well, in terms of both fixed and variable interest, whilst in the peripheral European countries, including Spain, there have been price falls due to the increase in country risk.

In this context, the net returns obtained have not only allowed the actuarial requirements for the companies in this Area, which have technical provisions to meet their long-term obligations, to be met but have also allowed them to reinforce their assets, improving their solvency.

In the **insurance activity**, the sales networks have continued to be strengthened, and there has been an increase in its presence in the modern phenomenon known as "social networks". So new options have been introduced so that advances continue to be made in terms of the Area's strategic objective of continuing to grow in a profitable and sustainable way.

## CAJA LABORAL

In a year like 2011, marked by a significant financial and economic crisis, Caja Laboral has taken a tough stance in dealing with the challenges it was faced with, and has come out stronger in its already outstanding position of solvency, whilst also maintaining a comfortable level of liquidity.

In its **balance sheet** as of 31 December 2011, total assets stood at €20.84bn, maintaining the same level as at the end of the previous year (0.8% down).

**Total customer deposits** have risen to €18.21bn at the end of year, after having shrunk by 2.2% in relative terms. This limited impact is even more commendable if one takes into account the deposit war unleashed in the sector, which Caja Laboral has managed to avoid reasonably well, thanks to its favourable situation in terms of liquidity.

To be specific, private customer deposits, the basic element of Caja Laboral's business, have risen by 2.4%. The long-term savings balances for retirement, benefit societies and pension plans stand out especially, as they increased their balances by €73.4m, which is 6.9%.

**Bank investment**, excluding the valuation adjustments that mainly

include the amounts set up for hedges, stood at €15.37bn, which is 5.9% down compared to 2010. There have been slight contractions in both the business and individual segments, owing in the latter case to the slowdown in the property market and the resulting reduction in the demand for mortgage loans.

The weakening in economic activity and employment was reflected in an increase in the default rate, which stood at 4.77%, a manageable level and one which compares favourably with the average for the sector.

**Equity** was quantified at the close of last year at €1.57bn, which means that the capital adequacy ratio, in its strict concept of Core Capital, is 12.3%, putting it among the highest in the financial sector.

In terms of **economic growth**, the past year has been particularly complicated from the viewpoint of profitability, especially because of the intense pressure on the cost of deposits, in a climate of low liquidity and fierce competition to attract savers' money. In spite of all this, the interest margin and gross margin have been maintained at similar levels to those of the previous year, thanks to the performance of recurrent business, which has made it possible to obtain profits before provisioning of €218m.

Nonetheless, the significant effort made in relation to transfers to provisions is what has determined the final **Net Profit**, which was €19.4m.

The **efficiency ratio**, which is the relationship between operating costs and income obtained by the institution, has shown improvement in 2011, in spite of the difficulties in the banking market. It is 40.64%, which is a good level that compares favourably with that of other large savings banks.

Another important figure is the **investment** of €65m to obtain 100% of the capital in the insurance companies Lagun Aro S.A. and Lagun Aro Vida S.A., in order to deploy a new more integrated banking-insurance strategy and a single customer-focus for the financial and insurance businesses.

On the international stage, Caja Laboral carries out overseas operations, supported by a network of more than 1,000 correspondent banks across the world, which in 2011 accounted for more than €3bn of business related to international transactions.

## 1\_1 FINANCE AREA

### LAGUN-ARO, EPSV

The members of the Lagun-Aro benefit society are mainly members of the co-operatives that make up MONDRAGON. Lagun-Aro focuses its activity on providing social welfare cover for this group and their beneficiaries, with a scope similar to that of the state-run social security system.

As of 31 December 2011, the total number of active **benefit society members** stood at 29,540 people, integrated in 143 co-operatives, with an annual net decrease of 1.4%.

The benefits for Retirement, Widowhood and Permanent Disability, whose coverage must be guaranteed over long periods of time and for a significant number of members, are funded through the creation of appropriate provisions to ensure the corresponding pensions.

At the end of 2011, the number of **pensioners** stood at 10,334 people, 550 more than at the end of 2010, with the total sum being paid to these people in relation to these benefits rising to €124.3m, which is 9.3% up on the previous year.

These capitalisation benefits are underwritten by an **Asset Fund**, which closed 2011 at €4.53bn, once the yields and adjustments to value recorded at the close of the year have been applied. In relation

to the previous year, the Asset Fund has increased by €54m, which is 1.2% in percentage terms.

The high level of volatility in the financial markets last year has had an effect on the yield achieved in the management of financial investments. In any case, in spite of all the difficulties, the results obtained can be considered positive, to the extent that final profitability for the year has been positive (1.41%) and the **Solvency Margin** (4.54%) has been maintained above the legal requirement of 4%.

The figure for the **benefits paid out on a pay-as-you-go basis**, which cover the short-term benefits, has risen in 2011 to €75.3m, earmarked mainly for:

- Temporary sick leave, €34.7m (46% of the total).
- Employment support, €21.5m (29% of the total).
- Healthcare, €13.5m (18% of the total).

Spending on Temporary Sick Leave, unlike what happened in the previous two years, has fallen in 2011 due to the downward trend in the absenteeism rate which has gone from 5.76% in 2010 to 5.37% at the close of 2011. This has led to a small surplus of €0.1m over the year which, discounted from the amount brought forward from 2010, puts the balance for this benefit at -€1.6m.

In terms of the Employment Support benefit, spending accounted for €21.5m in 2011.

As envisaged, this spending has turned out to be higher than the revenue level for the year, leading to a deficit over the year of €7.6m. In any case, an accumulated balance of €41 has been maintained to tackle the next few years.

During the year, permanent solutions have been found for a total of 225 benefit society members, with permanent relocation to other co-operatives (121) and early retirement (84) the most common solutions.

## SEGUROS LAGUN ARO

2011 has been marked by a drastic drop in the number of vehicle registrations and in the sale of apartments, but even so Seguros Lagun Aro has appreciably improved its results compared to 2010 thanks to a control on spending, a fall in the accident rate and the loyalty of its **375,000 customers**, who continue to place their trust in the insurance company. Total turnover accounted for €211.1m, which was an increase of 6.75% compared to 2010. Of this total figure, €127.2m correspond to Seguros Lagun Aro, S.A. and €83.9m to Seguros Lagun Aro Vida S.A.

In terms of sectors, in home insurance there was a 1.8% rise in premiums and a 1.2% increase in policies, in car insurance there was a 4.2% fall in premiums and a 1.1% increase in policies, and finally, in life insurance, premiums rose by 3.6% and policies by 0.28%. Basically these data all follow the general trend in the sector.

In spite of the difficult situation, the company has continued to innovate in terms of its products and services, based on two clear objectives: efficiency and profitability. This commitment to **innovation** has led to the company winning a number of awards in 2011. The communication and marketing campaign put into operation by Seguros Lagun Aro as part of its sponsorship

deal with the climber Edurne Pasaban received the award for the best non-conventional communication campaign in the first edition of the Marketing and Communication Awards in the insurance sector. Its customer service department was also an award winner in the Contact Center Awards, receiving an award for innovation in its multi-outlet services.

At the end of 2011, Caja Laboral acquired the remaining capital to take its holding in Seguros Lagun Aro to 100%.

Early in 2012, the first steps have started to be taken to integrate the insurance activity into Caja Laboral. After a training programme, 50 specialist insurance agents from Seguros Lagun Aro will be joining the traditional Caja Laboral branch network. These agents come from the direct insurance sales network and will be part of a pilot project to offer insurance products to Caja Laboral customers, from the Caja Laboral branch network, through specialists in insurance.

With this new strategy, Caja Laboral and Seguros Lagun Aro hope to strengthen direct sales from the Caja Laboral branches, so that we can reach Caja Laboral customers by means of a **unique offer** that covers the financial and insurance requirements of both families and businesses.

As part of its strategic objective to improve the company's brand awareness, Seguros Lagun Aro continued to participate in the

sponsorship of teams in the ACB basketball league: Caja Laboral, Gescrap Bizkaia and Lagun Aro GBC. This commitment helps to strengthen the brand image of both the insurance company and Caja Laboral and promote the business of both institutions.

Lastly, the **Lagun Aro-Mirada Social Foundation** continues to do important work in the community in the three areas in which it operates: promotion of sport in the community to improve health, actions to promote culture, and starting up initiatives in order to improve the quality of life of people who have been victims of traffic accidents, thanks to the partnership with STOP Accidentes. In 2011, the Foundation set up a psychosocial service to deal with traffic accident victims and their families, which is a pioneering service in the Basque Autonomous Community. In this time, close to 300 hours of personal attention has been given to victims, 75 people have taken part in the different group therapies and close to 500 telephone calls have been dealt with.

2



### INDUSTRY



Throughout 2011 there has been a new and a slow economic downturn which has led to negative growth in the last quarter of the year, although for the year as a whole a small amount of economic growth was still recorded compared to 2010. Domestic demand has once again been negative, with a discouraging effect on spending, investment and job creation. It was the foreign sector which has provided a certain amount of relief to economic activity in general and industrial activity in particular.

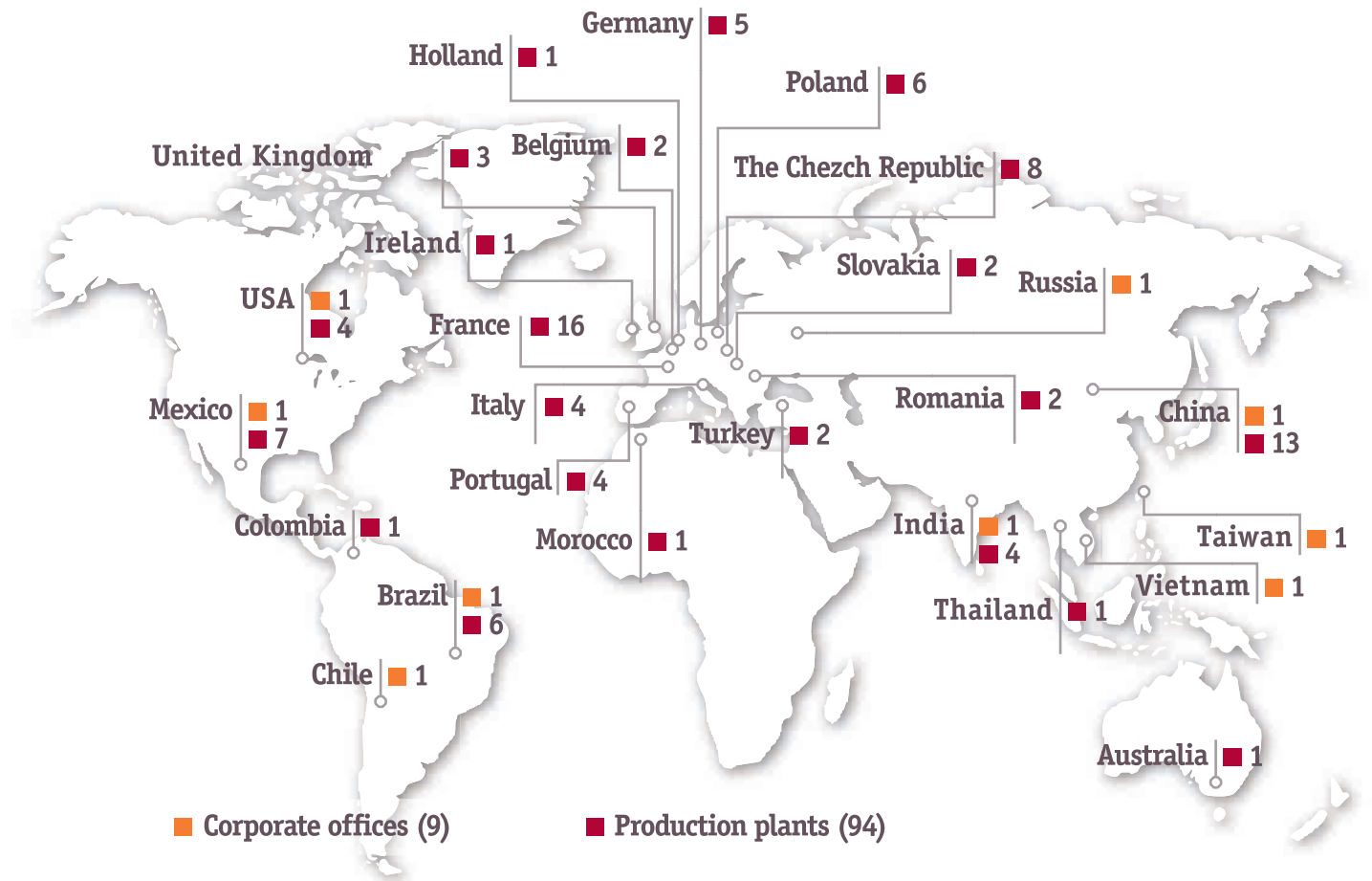
MONDRAGON's Industry Area has continued to take steps to adapt to the situation, which have borne fruit. In turn, the improvement in the international economy together with the focus on internationalisation of many co-operatives has led to a gradual improvement in the state of the order books.

The Industry Area as a whole has posted total **sales** amounting to €5.93bn, which is 3.8% up on the turnover figure achieved in 2010.

Of those sales, €3.97bn has come from **international sales**, where growth (10.5% compared to 2010) contrasts significantly with the contraction recorded by domestic sales (-7.6%). As a result, international sales have gone on to account for 67% of total sales, an increase of 4.1 points compared to 2010.

As far as **expansion abroad** is concerned, it is worth highlighting that the Corporation is continuing to set up abroad, with 17 new plants or production centres started up in Europe, China, Brazil, the USA and India, taking the total number of set-ups overseas to 94. At the end of last year, a total of 15,162 people in MONDRAGON's Industry Area were working in factories and offices located in other countries. In 2011, FPK, engaged in the design and manufacture of structural and aerodynamic, composite components for the automotive sector, opened its new production plant in Curitiba, the capital of the state of Paraná (Brazil). Likewise, the co-operative Cikautxo started production in China, with a facility located on the Kunshan industrial estate, and signed a partnership with an Indian hosing manufacturer to set up Cikautxo Taurus Flexibles Pvt. Ltd. in Pune (India), which will focus on the production of hosing for the car market. For its part, the Bizkaia-based co-operative Maier increased its international presence in India by setting up Alpha Maier Pvt. Ltd., which will supply decorated plastic parts and assemblies for the automotive sector. Orona has also taken an important step forward in its aim to consolidate its presence in Europe with the takeover of three new companies in France, Belgium and Luxemburg. And Soraluece has extended its offices in Limburg, Germany (Bimatec-Soraluece), in order to strengthen its presence in the country





and project its image to the world based on its success there.

**Investment** has totalled €335m, which is 11% down on the figure for 2010, having had to adjust it to demand.

A milestone last year has been the presentation of **Orona IDE0-innovation city**, the first European research and innovation centre for sustainable, self-sufficient urban mobility. At an overall cost of €160m, work has started on the construction, on a 40,000 m<sup>2</sup> plot, of a complex of buildings in which the mobility and accessibility systems of the future will be designed. The University of Mondragon and Ikerlan are also participating in this project to extend the San Sebastian Technology Park. The

aim of Orona IDE0-innovation city is to create an Innovation Ecosystem that will be a space to bring together different activities based on synergy (Company + University + Research) and a laboratory where state-of-the art technologies in ecoefficiency and energy management in buildings will be applied.

On the other hand, as regards the **development of new businesses**, in 2011 two new initiatives have been launched: Fagor Ederlan and Lotus Engineering presented the first prototype of the jointly developed Lotus Range Extender eco-engine at the Motor Show in Geneva. The solution, which integrates a combustion engine and an electric generator, has been specifically designed for applications for electric

vehicles with an extended range, and it is extremely compact, light and competitive. Its big contribution is that it enables the batteries of any electric vehicle fitted with the Range Extender to be recharged during operation and, in this way, extends its range. A new initiative was also launched last year called Kiro Robotics, aimed at the health field, and in which the co-operatives Mondragon Assembly, Loramendi and Aurrenak also took part. It involves the manufacture and distribution of automated equipment for dosing out medicines at hospitals.

As far as **employment** is concerned, and in spite of the slowdown in the last quarter of the year, the Industry Area has managed to maintain jobs in terms of the average number of people in work

## 1\_2 INDUSTRY AREA

---

during the year (37,891) in relation to the previous year. Taking as the basis for the calculation the start and end of the year, the contraction in employment has been 1,009 jobs, a figure determined by the reindustrialisation and transfer of activity at the plant that Fagor Electrodomésticos has in Lyon (France), a process which involved keeping 550 jobs at that plant.

As for the **profitability** of the Industry Area in 2011, the Results for last year, before discounting the interest paid on Share Capital, accounted for €152m, which is a slight fall of €18m compared to the €170m posted in 2010.

Once again last year, MONDRAGON has continued with its commitment to **innovation**. To demonstrate this, you only have to point out the 822 people exclusively dedicated to research in the fourteen centres specialising in different technologies, the University of Mondragon and the industrial co-operatives, together with the €157m earmarked for R&D in 2011. Another piece of data worth highlighting is that 20.5% of sales in the Industry Area in 2011 were products and services that did not exist five years ago.

The amount earmarked for **training** last year was €6.8m, spread between a number of programmes of both a technical and socio-business nature. It is worth highlighting the Co-operative Training received by 1,476 people and the Leadership and Teamwork Training received by 464 managers.

In terms of **health and safety at work**, the reduction in the accident rate continues to be the main target, with the indicator of the number of accidents per 1,000 workers standing at 37.9 in 2011, which is a significant 2 points lower than the previous year. In this field, it is also worth underlining that 29 industrial co-operatives now have the Workplace Risk Prevention Systems certificate in accordance with the OHSAS benchmark.

Finally, it should be mentioned that in relation to social responsibility and the concern for looking after our environment properly, **59 co-operatives** now have **ISO-14000 certificates** covering environmental quality.

### 1. Consumer goods

---

MONDRAGON's Consumer Goods sector has been the worst hit as it posted a turnover of €1.33bn, which was 14.8% down on the previous year. The poor performance of the domestic market and the efforts made to deploy activities abroad led to its international sales accounting for 71.4% of total turnover.

As far as the performance of its brands is concerned, it has a market share of 15.6% in Spain, 14.5% in France and 8.4% in Poland (source: GFK in all cases). **Fagor** is the fifth biggest European manufacturer in the sector with an estimated market share of 5.1%.





In terms of its business prospects, Fagor will continue to work on reorganising its activities, something that is absolutely necessary in the current situation. In terms of employment, the company is continuing to manage the crisis effectively, adopting measures and mechanisms inherent to its co-operative model such as a reduction in salaries, flexible work schedules, relocations and early retirement. The Fagor Electrodomésticos Group currently has an extensive presence in Europe, which has been significantly increased in recent years. It has 14 plants in 6 countries: Spain (Arrasate -San Andrés and Garagarza-, Basauri, Bergara and Eskoriatza); France (Orléans, Vendôme, Aizenay, La Roche); Italy (Verolanuova); Poland (Wroclaw); Morocco (Mohammedia); and China (Shanghai and Hangzhou), as well as subsidiaries across the 5 continents. It is worth highlighting that in 2011 the activity of the plant in Lyon has been transferred to a new company, a process which has the approval of the French trade unions and authorities, and that the Furniture activity (Oñate) has been transferred to another company belonging to the MONDRAGON Corporation.

**Comfort** in turn, is immersed in an even more difficult situation than domestic appliances, given that its activities are mainly confined to the Spanish market. However, it is optimistic about the future since the agreement of a commercial

partnership with BDR Thermea and the increase in sales and OEM customers resulting from the start up of a new manufacturing plant for indirect-fired water heaters and the new solar range.

The **Furniture Group** (Fagor Mueble, Grumal, Zurkide, Danona, Coinma and Gerodan) has directly suffered the consequences of the collapse of the property sector, registering a fall in demand over the last four years of more than 60%. The launch of new product ranges for offices, lounges, bedrooms and kitchens has enabled the slump in the market to be offset to some extent. Likewise, the efforts made on the international stage and in the new channels have led to projects for fitting out hotels for groups like Meliá in Cuba or Ramada and Holiday Inn in the United Kingdom.

On the other hand, work continues on the projects to find synergies at the heart of the Furniture Group, in terms of the specialisation of the industrial plants as well as joint purchasing, commercial synergies, streamlining the structure... Significant further progress is envisaged in the short term along the same lines.

In a year marked by the uncertainty of the economic situation, **Orbea** has defended its position in the market, even so far as to post overall growth of 7% in relation to its sales in 2010.

## 1\_2 INDUSTRY AREA

---

It should also be highlighted that this growth has been balanced as it took place in both the domestic and international markets. This figure, together with the increasing role in turnover played by products not actually part of the bicycle itself, like helmets, triathlon wetsuits, textiles... looks encouraging in terms of expansion in the future.

**Dikar** has spent the year focusing on getting into the European sport hunting guns market. Maintaining its traditional strength in the North American market for muzzle-loading weapons with its well-positioned CVA brand, it has now been able to access with its Bergara brand a much wider category of products with great potential. Recognition of the quality and precision of the barrels of its guns has been the basis for this shift to other product categories.

**Enea** design furniture, with a preferential focus on the contract segment, is the basis of co-operative **Eredu's** business. The long history of success in programmes searching for stand-out design, multi-purpose use and excellent industrialisation are the basis on which this business has been built. Eredu has managed to attract designers as well known as Lluscá, Teixidó or Liévore, to add the value of their design to the Enea brand. In 2011, with a fully contracted domestic market, Eredu has been able to increase its export figures by 20%.

In the Health sector, after years of sharing the Bexen brand, **Oiarso** and **Osatu** have organised and boosted their brand image by grouping together disposable medical material under the **Bexen medical** brand and electromedicine equipment under the **Bexen cardio** brand.

In the case of Oiarso the year cannot be separated from the financial situation caused by the outstanding debt of the health authorities in the different Autonomous Communities, which would be difficult for an SME to bear if it were not for the support from MONDRAGON.

The final consolidation of its production plant in China, in the Kunshan business park, is an important milestone which has given Oiarso a solid position for the future.

Osatu has overcome the delays preventing the launch of its new platform of defibrillators with the completion of the first unit from the new range called the R800.

## 2. Capital goods

---

The Capital Goods sector recorded €1.12bn in turnover, with significant growth of 19.2% compared to the previous year and international sales accounting for 73.1% of the total.

In **Automation and Control**, **Fagor Automation** has carried out the established sales plan over the year, growing by 2% thanks to an excellent first half of the year in all the main markets which has served to help overcome and cushion the slowdown in Europe and China in the last four months. This means that for the second consecutive year international sales have broken a new record: 89% of total sales.

The increases in the Italian and Taiwanese markets have been especially significant, and extraordinarily so in the US market, with a stronger position in the aerospace sector there.

The strengthening of the commercial and technical structure in Italy, Germany, the USA, Taiwan and China, the expansion of the network in the Indian subcontinent and the opening of an R&D unit in Ivrea, Italy, have established the bases to achieve an increased market share in these countries.

In terms of products, the arrival of the CNC 8055PPC aimed at the middle segment and the top range 8065 has been very successful.

In the Feedback field, Fagor Automation has maintained its technological and market leadership in absolute encoders for machines of great length.



It has been an important challenge in 2011 to successfully develop, as part of a joint collaboration project with Fagor Ederlan, a prototype for a 50 kW inverter-generator and its connection to the combustion engine developed by Fagor Ederlan and Lotus Engineering.

**Mondragon Assembly** has focused a lot on its activity abroad in 2011 with its advanced photovoltaic products and highly flexible, fast delivery times which have led to a 58% increase in turnover.

In “high speed automatic lines”, the plants have improved their position by tackling stand-out projects in a number of sectors and with different customers all over the world. The company has also continued to design innovative solutions for sectors like cosmetics and health.

In **Chip Removal Machine Tools**, **DANOBATGROUP** had a good year with a 17% increase in sales and a consolidation of its path to profit which it started down the previous year.

China has confirmed itself as the leading country in terms of orders, a position which it reached for the first time in the Group’s history in 2010. It is followed by Germany, France and the United Kingdom in the ranking of countries from which **DANOBATGROUP** has won most orders.

In the field of innovation, in 2011 the Group has developed its range of products

## 1\_2 INDUSTRY AREA

---

on several different fronts. On the one hand, it has maintained its commitment to manufacturing large-sized parts, in technological collaboration with **IK4-Ideko**, and has also completed its range of large milling machines (FXR) and large grinding machines (WT).

On the other, it has worked on the development of specialist solutions for strategic sectors like the railways. It has also started work on another sector-based project together with IK4-Ideko and MONDRAGON Health to develop systems for manufacturing parts in the health sector.

In 2011 it also continued to develop the investment projects started the previous year. Work therefore continued on extending the number of production plants and upgrading the existing ones.

As far as its subsidiaries are concerned, it is worth highlighting how well the German firms **Bimatec-Soraluce** and **Danobat-Overbeck** have performed, as has the English company **Danobat-Newall**. In turn, DANOBATGROUP has continued to build its new plant in Pune (India), which it expects to complete in mid-2012. In addition to production (machines adapted to the demands of the Indian market), the facility will also provide firm support for the Group's commercial activities in India through its subsidiary DANOBATGROUP-India. In China, where the group has now

had its own offices for 20 years, the bases were established to tackle the Group's commercial expansion plans with the opening of the new offices of DANOBATGROUP-China. For its part, in Germany, work started on the project to expand its subsidiary Bimatec-Soraluce. With this investment, totalling €6m, the Group will consolidate its leadership position in the German market. Finally, in 2011 a subsidiary was set up in Russia, DANOBATGROUP-Russia, which will come into operation from 2012.

In **Forming Machinery**, in the context of a highly expansive market in the automotive and iron and steel sectors, **Fagor Arrasate** underwent significant growth and won a record number of orders. The automotive business has substantially improved its positioning among the main leaders in the sector with big orders from Renault, Ford, VW, PSA, Daimler, Gestamp, Shanghai Xinpeng, Toyota, Nugar, Great Wall or SGM, among others. Fagor Arrasate is considered today one of the most cutting edge firms in the automotive sector worldwide. In this field, it has implemented in one of the leading car manufacturers in the world a new concept in high-speed robot-controlled, synchronised press lines called the "Wave Line", which is a pioneering and technologically revolutionary development at the world level.

The iron and steel business has strengthened its multinational presence,

with projects with customers as important as ArcelorMittal, Baosteel, Bushan, Acerinox, Erdemir, Tata Steel, Bamesa, Gonvarri, Knauf, Salzgitter, Thyssen or Novosibirsk, among others. In finishing lines, Fagor Arrasate is seen today as the world leader in terms of sales and presence overseas. The development team for rolling mills and processing lines has been consolidated and is now firmly established, as part of the company's strategy to serve its customers upstream. Significant orders were also received from companies like Whirlpool, Symaga, Valeo or GE to install special part forming systems.

2011 has also served to consolidate technological developments and sales actions which position Fagor in new market niches like press hardening, in collaboration with Hotteknik, variable roll-forming or machinery for manufacturing electric motor laminations. For its parts, Onapres, a specialist in hydraulic stamping solutions, has positioned itself, with Fagor's help, with important OEMs in the automotive sector.

Finally, the plant in China, FMMTK, has now reached full capacity and is becoming an important benchmark in that market in terms of its quality and service.

In **Machinery for Packaging**, in the international area the sale of

thermoforming machines began in the USA, through a joint venture with US partners, engineering services started to be offered in Brazil, as well as engineering work in Switzerland. In the R&D area the Linux-based PC platform has been developed and the field tests have begun. A boost has been given to technology monitoring and the "Berripack" bulletin has been launched in support. The first prototype of the high speed machine for the pastries sector has been presented and work has started on developing the loading and unloading elements for the beginning and end of the line.

In organisational, industrial and quality terms, it is worth highlighting the reorganisation in the thermoforming line, the work on technical improvements in the flow pack unit and the progress made with supplier quality. As far as strategy and the management model are concerned, some strategic reflection days were held for each of the lines, including service, in order to establish the product/market strategic position and the main challenges to be faced in the future. In 2011, **ULMA C y E** split away and a plan was drawn up for the future of Precinox, which has also continued its organisational and market consolidation process by winning orders for more complex products.

**In Extrusion-blow moulding machinery for the manufacture of thermoplastic**

**containers**, 2011 has been an important year for **Urola** in terms of international activity. The firm is currently present in the leading markets in solutions for the dairy products industry, bottling water and many others. The development of partnerships has led to the market being offered combi-machines, which have been very well received. Urola also has an outstanding capacity for offering customised tooling and solutions. The container activity has also continued to improve in terms of customer-focused supply.

In **Forming and Assembly**, in general terms the improvement in winning orders has been maintained and a slight recovery is starting to be seen in prices which means that the expectations are good for improvements in profitability. **MB Sistemas**, after having experienced some difficulties in 2011, will be tackling 2012 with good order books and well-founded optimism.

In **Casting and Tooling** records have been broken in terms of winning orders and sales at both **Aurrenak** and **Loramendi**, thereby clearly reinforcing their profitability.

In the field of **Equipment and Construction of Cold Stores**, **Kide** continued with its international expansion process, focusing especially on its plants in China and India, although significant progress was also made in

Russia and Germany. On the other hand, the company has also gone into the industrial refrigeration business and set up a turnkey cold-storage plant construction business.

**Fagor Industrial** continued throughout the year with its policy of expansion into new international markets, achieving a big increase in sales in its subsidiaries in China, the USA, Australia and Colombia, and opening a new office in Brazil, as well as another focused on developing business in the hotel sector in the Caribbean. It also carried out a number of integrated projects, starting with the design and manufacture of its new showroom and demo room at its headquarters in Oñati. Some of the other main projects tackled in 2011 include the full design of the Nerua restaurant, located inside the Guggenheim Museum in Bilbao, and the fitting out of the installations of the Basque Culinary Center, with its distributor Etxe-Lan. In the hospital sector, the complete project covering the kitchen and meal distribution at the Hospital la Fe in Valencia stands out.

In other sectors, **ULMA Agrícola** maintained its sales abroad with a good performance in the domestic market. As part of the Eclipse project, which is being carried out jointly with Tecnalia, field tests have been carried out in ULMA greenhouses, at Neiker's experimental farm in Derio (Bizkaia), in order to

## 1\_2 INDUSTRY AREA

---

compare the theoretical results with real data. The project aims to combine photovoltaic energy production in the summer with greenhouse cultivation. The last phase has also been implemented in the improvements to the “Standard Structure” project. Products have also been launched onto the market with competitive improvements in terms of design, features and costs compared to previous products.

In **ULMA Carretillas Elevadoras** it is worth highlighting the creation of USM Finance as a tool for converting hire contracts into machine sales, without affecting the customers, by replacing hiring with leasing. The success of this tool means that the funding requirements for the business are significantly reduced. The takeover of Centroman and the position taken in the Centre region have been consolidated, which provides flexibility when it comes to taking a different strategic approach in accordance with the current situation of the business.

Both domestically and internationally, the sales network of **ULMA Inoxtruck**, engaged in the manufacture of forklifts for hygienic environments, has been completed and secured. Without relegating R&D activities, to improve and complete the product portfolio, sales started to take place reaching a level of €1.2m. It is also worth highlighting the excellent work done on R&D, like the start up of the activity in the battery regeneration sector.

Finally, **ULMA Handling Systems (UHS)** has continued its growth abroad and has strengthened its network of partnerships (market and product) to improve what it offers in terms of value and maintain its leadership position in Material Handling Systems engineering.

UHS continues to diversify its activities and organisation into lines of business to provide different solutions and levels of automation. As part of this diversification process, it is worth highlighting the commitment to developing lines like Integrated Solutions, to meet logistics requirements in the mass retail sector, and Baggage Handling to meet logistics requirements at airports.

### 3. Industrial components

---

The Industrial Components sector posted a turnover of €2.20bn, which was an increase of 12.6% compared to the previous year, and its international sales accounted for 75.2% of the total.

In the electric car field, work continued on the projects focusing on the Range Extender and the “Rolling Platform”, with an increase in training and preparation for development engineers, through Mondragon Automocion’s Technology Centres.

In **Automotive Components**, 2011 has followed in the wake of 2010, with significant increases in activity and

growth of around 14% compared to the previous year. This has led to significant increases in employment both at home and abroad, and previous levels of profitability have been maintained.

2011 has been a very active year on the international stage, with the opening of 5 new plants, taking the total number of facilities abroad to 17.

In the last part of the year the European market and many of the emerging markets have come to rather a sudden halt, which will certainly have an impact on performance next year.

**Fagor Ederlan Taldea** has had a year of growth, to be precise 8% in sales compared to 2010, exceeding the forecasts in the business plan in practically all its activities. This growth has been accompanied by a repositioning of Fagor Ederlan Taldea in the market, which has enabled the trust of its main customers to be increased and has led to an increase in employment, taking the total to 3,772 jobs.

The basic pillar on which it has consolidated its current position is the firm’s global presence. Approximately 14% of its sales take place in non-European markets. In this regard, the following strategies have been undertaken in 2011:



- Chassis. Setting up of the first plant in China (Kunshan) which will start production in the first half of 2012.
- Powertrain. Increase in the installed capacity at **Fagor Ederlan Slovensko**, and at **Fagor Ederlan Tafalla** the start up of a moulding line that will reposition the engine block business in the European market.

In terms of developing new projects for the future, in 2011 the launch of two new activities has been consolidated. This will lead to the creation of two new companies in the first half of 2012:

- In the automotive sector: **Fagor Edermotion**. A company engaged in the manufacture of engines to increase the range of electric vehicles.
- In the environmental sector: **Fagor Edergarden**. A company engaged in the marketing and future manufacture of machines for pressing sludge.

In both cases, promoting inter-cooperation with **Fagor Automation** and **Fagor Arrasate** respectively.

**Mapsa**, after a number of extremely difficult years, and after an intensive process aimed at winning orders and improving internal productivity, has



## 1\_2 INDUSTRY AREA

---

achieved an economic equilibrium and positive results which will serve as the basis for growth in profitability.

**Ecenarro** has continued to record growth in products with more added value (14% to be precise compared to 2010), mainly in special parts, orders for which have accounted for 32% of total sales in 2011. Furthermore, during the year a significant amount of investment has been made in cold stamping.

At **Maier** the year started with the opening of its renovated MTC Research Centre and a significant deployment in terms of innovation in finishes and trims for a wide range of exterior and interior products which has enabled the company to position itself up with the best as far as its customers are concerned.

The year has been record breaking in terms of orders, and this is going to be the prelude to significant expansion over the next few years.

This expansion, linked to the firm's increasing international presence, is aimed at consolidating the group as a leading European benchmark in the automotive sector.

**Cikautxo** has begun production in new plants in India and China and is going through the analysis process for new set ups, developing a globalisation process, which is helping to position it

as a partner for all producers requiring a global supplier.

Its commitment to the search for new products and improvements in productivity is going to increase with the creation of a Technology Centre of its own, which should materialise next year.

**FPK** has managed to increase sales by 5% in 2011, as well as improve its profitability. For 2012 it forecasts a slight drop in sales due to changes in products with a more than ample recovery in 2013.

**Batz Sistemas** has continued its international development with the plants in China, the Czech Republic and Mexico. It is also continuing to strengthen its position in the solar thermal business through the supply of structural parts for parabolic cylinder and tower plants, as well as solar-field assemblies. Finally, progress is being made in developing FPK's business in an inter-cooperation project between the two companies.

In **Domestic Appliance Components**, 2011 broke the upward trend of the previous year in terms of turnover. After a 20% increase in sales in 2010, in 2011 the turnover figures for the previous year were repeated.

There were two phases to the year, a first half with more positive figures and a second half with a widespread slowdown

in all businesses. In terms of markets it has been a year of ups and downs. The ups came from the emerging markets and the timid recovery in the US market, and the downs from Europe, in a state of paralysis and with no sign of any recovery.

In this difficult scenario, the main challenge for the components manufacturers has been business transformation. The directives followed have been based on the consolidation of businesses with clear leadership positions in the world market, divestment in those with no apparent viable future, the securing of those that may have a future through investment, partnerships and even takeovers, and responding to opportunities derived from new demands and technologies.

Along these lines, in 2011 a significant effort has been made to recapitalise and come up with technical solutions to the problems that have arisen in the launch of the activity dedicated to microgeneration, **EHE**. Likewise, **Ceramat's** gas burners are being well received by potential customers, and work has begun on the development and sale of products in the thermoelectricity activity.

Leadership has also been provided for a development project for electric steering for cars with a Japanese partner, which may establish the bases for a new

activity with a significant capacity for development.

Furthermore, in order to properly size its businesses, **Matz-Erreka** has taken a 20% holding in the Italian firm V2 with a short-term option to take a majority holding. This company, with plants in Italy, China and France complements Matz-Erreka's Automation System Business, in terms of both product range and presence in European markets.

In **Flange Products and Pipe Fittings** for oil-gas processing, petrochemical plants and power generation, **ULMA Piping** had a good year dealing with the market situation, in which it posted a turnover of €108m, doubling the figure for the previous year, with international sales equivalent to 88% of the total. 2011 has been focused on the definitive consolidation of the EPC division to deal directly with engineering firms with an already significant share of annual sales of close to 20%, as well as complementing its production range with the start up of Ulma Lazkao Forging, which is a new foundry now integrated into its activity and focusing on special materials, small batches and flexible production.

In copper and aluminium **Electric Conductors, Ederfil-Becker**, engaged in the manufacture of enamelled copper and aluminium wire, has had a magnificent year with significant sales growth (16%). Its international sales have even exceeded

the forecasts, with growth of more than 21%.

This market penetration, together with tight control of fundamental business parameters like energy costs and raw material stock management, has enabled the company to achieve good levels of profitability.

In the transformers area, as forecast, **Alargo** has suffered in 2011 from the lack of investment in the Spanish electricity sector. The new plant which is going to allow the company to enter the market for transformers up to 60 MVA and 145 kV, will place it in a good position to increase its share with current customers, and will also serve to complete its offer in the international market, which it aims to develop.

**Hertell** has continued to defend its position in the market for vacuum transfer pumps. Its strong level of international sales (66%) enables the firm to maintain its solid position in order to gradually increase what it offers.

In **Components for Conveyors**, 2011 was the second year of operation for the System of Management by Processes at **ULMA Conveyor Components** which led to a significant number of changes.

Work continued on strengthening the international sales networks and significant official approvals were

received in key countries. In terms of products, the manufacture of the new design was consolidated and work continued on the redesign of the development of its heavy duty products.

In relation to winning orders, 2011 was a good year, mainly in terms of projects, with increases in both the domestic and export markets, with a total of €12.7m, and a very irregular performance in the international markets.

## 4. Construction

The crisis continues to hit this sector hard, especially those businesses whose operations are confined to the Spanish market. As a whole, MONDRAGON's businesses in the construction sector posted a turnover of €1.03bn, equalling the sales figures for 2010 and with international sales accounting for 50.1% of the total.

The sales of the **Vertical Transport Division** have amounted to €556.2m in 2011 with profits totalling €89.7m, in both cases up on the figures for 2010.

It can without doubt be considered an excellent year, bearing in mind that domestic growth was below 1% and that the construction sector, to which **Orona's** business is closely linked, is still far from showing any signs of recovery.

## 1\_2 INDUSTRY AREA

---

In terms of employment, the Vertical Transport Division has ended the year with a workforce of 4,050 professionals who are increasingly more service-based and international.

Orona has once again seen growth in terms of both exports and service, which has allowed it to offset the significant deterioration in the situation of the domestic market.

Anticipation, toughness, efficiency in each operation and a lot of effort, these have been the keys that have enabled the company to counteract the adverse conditions of a market in continual recession.

2011 has been the first year of management guided by the lines of strategy established in the Orona Strategic Vision (VEO 2011-2014). With centre stage being taken by the premise "Commitment to the future", the reason behind the work that goes into a socio-business project like Orona, and five fundamental strategic thrusts: Technological Innovation, Internationalisation, Service, Profitability and Transformation, it can be said that the machinery established as necessary in the VEO 2011-2014 to strengthen the firm's competitive position in an increasingly more globalised market is now fully operational.





Difficulties are also opportunities and Orona has been able to transform and develop from local, industrial origins, into a service-based company, with a very competitive industrial activity in a multinational and multilingual environment. In 2011 Orona has taken over three new companies in France, Belgium and Luxemburg, in order to further consolidate its presence in Europe.

In the field of innovation, and as an inescapable commitment to the future, Orona has made a strong start on the configuration and construction of the **Orona IDE0-innovation city** project, as part of the extension to the San Sebastián Technology Park, with the laying of the foundation stone in February 2011 and a press conference to explain how the work was going later in the year in November. The press conference has served to show the excellent progress made in just ten months and maintain confidence that this innovation city will be opened in 2014 to coincide with Orona's 50th anniversary.

Orona IDE0 – innovation city has been designed as a physical space in which those playing a leading role in innovation will operate on the basis of synergy. The driving force behind Orona is linked to Orona eic, Orona Fundazioa, Orona G3A, the University of Mondragon and IK4-Ikerlan. It is the aim of this project to overlap the academic and scientific world with the firm's own innovation capabilities, in order to ensure the Vertical Transport Division's position in

the technological race demanded by the market.

The Vertical Transport Division continues to position itself as leader in solutions for urban mobility and accessibility both at home and abroad. In this regard it is worth highlighting, among others, the installation of close to 100 pieces of equipment including lifts, escalators, ramps and moving walkways at the recently opened Alicante airport; a number of installations at TESCO superstores in the United Kingdom; equipment for the Aritz-Basauri Metro station in Bilbao; escalators and walkways at Intxaurreondo in San Sebastián; Santiago de Compostela airport; and the contract worth €10m for the Brussels metro, through one of the companies that Orona operates in Belgium: Coopman Liften. These and other very demanding installations from the technical, professional and service point of view clearly demonstrate that Orona is a significant benchmark in the market as a recognised partner in top level vertical transport systems, premium projects and always with the highest levels of service.

**In Industrialised Systems for Construction**, Ulma Construcción's turnover in 2011 amounted to €344, practically the same figure as the previous year in spite of the fact that the Spanish market's contribution fell to 20%. Turnover totalling €227m was posted in foreign markets, which is a record figure for the business and up 10% compared to 2010.

## 1\_2 INDUSTRY AREA

---

Other aspects worth highlighting were the OHSAS 18001 certification, the big increase recorded in the movement of used material, the significant progress made in the appearance of the climbing formwork systems and the agreement for ULMA Packaging to break away.

In **Metal Constructions**, **URSSA** had a difficult year due to the fall in demand as a result of the stagnation in the world economy. The stand-out projects last year were as follows:

- In industrial construction, an order was won to build a biomass plant for ENCE (Huelva).
- In urban construction, the 2,000 tonnes of steel for the structures for the "Musée des Confluences" in Lyon, or 1,700 tonnes for the metal skeleton for the Jean Bouin stadium in Paris, as well as the stands and roof for the Le Havre stadium, also in France.
- In Capital Goods, Paceco España awarded URSSA a contract to build three harbour cranes, two with a 1,900 tonne structure for the port of Sines (Portugal) and a third with a 590 tonne structure for the port of Antwerp (Belgium).

In prefabricated elements for Construction, **ULMA Hormigón Polímero** achieved 82%

in sales in 2011, although it managed to control the negative results in spite of being severely hit by the crisis. Its main achievements were the cost and spending adjustment plan which led to an improvement in productivity and the commitment to international markets, with 29% growth compared to the figure posted the previous year.

The following activities materialised within the framework of the Strategic Plan: the promotion of a new line of business involving external wall systems; the promotion of the technology transfer business, with important contacts established in Mexico during this first year; official product approval from Red Eléctrica for electric cable ducting and the boost given to the activity focusing on prefabricated architectural elements for restoration; and the setting up of the subsidiary in Brazil, leading to two ventilated façade projects.

**Etorki**, a company in the timber industry providing integrated forest services, has maintained a significant level of growth in 2011 compared to the previous year (14.3%), backed mainly by export sales and the consolidation of important sectors of its activity, such as the euro-pallet.

In 2011, given the weakness of the construction sector, especially in the last part of the year, the commercial focus has been on the different subsectors of





industrial packing, above all those aimed at the export market.

It is worth highlighting the strengthening of its own forestry reserves, which gives the company a higher level of autonomy in terms of raw material supply.

**Lana**, dedicated to the manufacture of timber products for formwork and the design, calculation and assembly of plywood structures, managed to increase its turnover by 15% compared to 2010, in spite of the construction sector continuing on the decline in the Iberian Peninsula and the significant slowdown in activity in the rest of Europe.

This has all been possible thanks to the increase in the firm's sales in Central and Eastern Europe through its subsidiary in the Czech Republic, the work done on sales in North Africa, the incorporation of new products into its range and the progress made in its plywood structures business, **Elur**.

Together with the steps taken internally to minimise structure, contain spending and increase internal efficiency, this has all marked a turning point in terms of the results posted in 2010.

## 1\_2 INDUSTRY AREA

---

### 5. SERVICES TO BUSINESS

---

The environment envisaged in the latest Business Plans has only got worse. The macroeconomic situation is tremendously complicated, with no signs of recovery in the short- to medium-term. Local markets, in which many of the Division's businesses have been operating, are at historic lows, almost on the verge of disappearing. Public spending and investment have practically disappeared.

The signs could not be clearer. And the alternatives are evident: you either turn to other markets or you are going to have a really difficult time.

But, although the environment has not helped, the efforts made in terms of **innovation and internationalisation** have had significant results. It is a clear policy, initiated several years ago, and which is now bearing fruit. Therefore, however much they have been affected by the economic situation, most of the businesses have remained in profit. Only MSI has failed to meet the profitability threshold due to significant problems in its internationalisation projects.

The Division has reached new countries with its services: China, India, Colombia, Chile, Australia, Algeria, Morocco...

To be more specific, **LKS Consultoría** posted sales at 107% of the level in 2010 and a 45% increase in profits, as a result of important projects like the implementation of the new finished product storage system for RTS or the service to maintain and develop the information system production environments for Lanbide.

**LKS Ingeniería** achieved sales growth of 17% compared to 2010, in spite of the collapse in the construction and public works market, repeating the results of 2010 but with a bigger contribution this year from the GSR business. The projects which stand out most have been

the preparation of the project and site management of the interior design work for the Basque Culinary Center in San Sebastián, the extension work to the Fernando Buesa Arena in Vitoria-Gasteiz, as well as a number of preliminary plans and building projects for factories and railway maintenance workshops in India (9 locations) and France.

For **Abantail** it has been a year of clear recovery after a complicated previous year. The company has managed to diversify its customers, post a 6% increase in sales, and end the year with profits 147% up on the previous year. Some of the outstanding projects have





been the new flange configurator for the forging sector (Ulma Piping) or the system for generating and managing documentation (JEMA).

**Ondoan** has also been immersed in a very complicated market but has managed to flexibly meet the increasingly more complex requirements of its customers. Supply is much higher than demand and this means that there is a fierce price war. In spite of this, in 2011 sales were at 104% compared to the previous year. Some of the projects carried out in 2011 include the electromechanical installations in the Larraskitu and Arraiz tunnels on Bilbao's South Bypass, the integrated maintenance service for the Bilbao Exhibition Centre and the study and monitoring of the chemical quality of the rivers in the Basque Autonomous Community.

**MSI** has been heavily involved in projects all over the world: a turnkey electrical and control project for a water pumping station in Mexico for Aqualia, a turnkey electrical and control project for a water treatment plant in Argentina for Isolux Corsán and the completion of a number of important projects in Australia, Ireland and Algeria, which has meant a lot of work in terms of organising projects and people that has not been easy to assimilate. Sales were finally at 84% of the 2010 figure, with significant negative results due to transfers as a result of the efforts made in terms of internationalisation.

As it is a company subject to the ups and downs of the construction sector, **MCCTELECOM** has been hit hard by the fall in the market but still managed to take part in interesting projects like the telecommunications systems for the Vallesol I and II thermosolar plants for Cobra-Sener, the integrated communications platform, audiovisual and WIFI automation systems for the Basque Culinary Center. In spite of all this, sales were at 88% of the figure for the previous year, with profits slightly up on 2010.

In the world of educational services, **Alecop** was at 109% of the figure for 2010 in terms of sales and posted reasonable profits, although it was hit hard by the cuts in education in the public sector and the failure to win a number of important projects in Algeria and South America. However, there were good news in the new activities set up with projects in Morocco and South America. It is worth highlighting the contract awarded to manage a Centre of Excellence in the automotive sector in Kenitra for 8 years and the restoration and equipping of 40 vocational training centres for the Ministry of Education in Portugal.

Finally, **Mondragon Lingua** had an excellent year, making significant progress in the consolidation of its traditional centres and looking for further ways to add value with its commitment to innovation and the

takeover of a new company in the sector in Madrid. Its sales in 2011 rose to 124% of their 2010 level, and profits were at 89% of the figure posted in 2010 due to the efforts made in terms of growth. The year saw the incorporation of important new clients like the EITB Group, where it won a contract for language training for the group's personnel at its three locations, the European Parliament where it won the contract for the translation into Spanish of all the documentation from 4 bodies from the 5 main languages and OIPC FUNDS with a terminology management project from English to French and Spanish, for all its documentation.

In the **Graphic Arts** sector, **MCCGRAPHICS** has marked a significant milestone as it has consolidated its existing businesses into one single legal entity. This now places the company at the starting point of a journey of transformation from a printer's towards advanced communication services with a clear vocation to increase its consulting potential in commercial marketing and towards a command of multi-channel communication.

And all this from a position of profitability and leadership in the Spanish market.

## 1\_3 RETAIL AREA

3



RETAIL



This Area is made up of the **Eroski Group**, whose core activity is retail trading, with the parent company being Eroski, S. Coop., and **Erkop**, a second-degree co-operative consisting of five co-operatives in the food and agriculture sector, together with their subsidiaries.

The economic situation and its enormous effect on spending habits have once again marked Eroski's year. Work has focused on being close to shoppers in order to make their lives easier and help them save, trying to alleviate the containment in spending and the trend towards purchasing products with less added value.

Therefore, most of the effort has gone into optimising the value offered to customers, by improving the prices of products and offering them new promotions to help them make savings. So it has been one of Eroski's main commitments in 2011 to **reduce prices**. To do this it has invested close to €100m which it has earmarked to generate offers and promotions for products of all types. Over the year, around 28,000 product items have been on promotion at one time or another in Eroski's stores. Most of them have been basic items, usually found in a normal shopping basket.

Looking after the health and wellbeing of shoppers is another of Eroski's core concerns. Therefore, last year it has continued to try and offer **healthier**

**products**. 2011 has seen the launch of the Eroski Sannia range. These are healthier products that help people take better care of themselves without sacrificing on taste and at a really competitive price. Eroski's Quality Department has been working on this range for several years in the hope that it will help to improve the lack of balance in the western diet, characterised by an excessive consumption of sugar, fat and salt.

Innovation continues to be a constant theme at Eroski, present in all its activities, from the supply depots to the stores, not forgetting the products and work teams. A result of this **commitment to innovation** is the Eroski hypermarket in Zarautz (Gipuzkoa), a new concept in shopping based on suggestions that customers have made to Eroski: a new store, with more variety, more service and more local products. Months of work, training and investment worth €2m have made the new Eroski hypermarket in Zarautz possible, with a lot of expectation around the fresh produce section.

Caring for the **environment**, which is one of Eroski's commitments, took the form of improving and controlling the packaging for its own brand products in 2011. This plan pursues the two-fold challenge of reducing production costs and lessening the environmental impact of these products by reducing the

weight of their packaging, eliminating raw materials or replacing some types of materials with others. As a result of the improvements made, there has been a 950 tonne reduction in equivalent CO2 emissions, which would be like driving five million kilometres less in a car or planting 2,800 trees.

As part of its work with the community its support for regional economies stands out. In 2011 Eroski has continued to work **in favour of local products**. To do this, agreements have been reached with governments and other institutions. Events have also been organised to promote these local products, such as the presentation and tasting of Idiazabal

cheese from the 2011 season, which was held at the Eroski hypermarket in Artea (Bizkaia) together with the Euskaltel-Euskadi cycling team.

During the year collaboration has been maintained with the **Basque Culinary Center** (BCC) and the programme entitled "Cooking our flavours" was set



## 1\_3 RETAIL AREA

---

up, firstly in the province of Gipuzkoa, with Cantabrian white tuna as the star product, and then in Santander, with meat from the Cantabria region playing the leading role. Both campaigns were supported by the chefs from the BCC and there were stands, videos, show-cooking, and easy recipes using the promoted product.

Overall, the Retail Area has posted gross sales totalling €8.04bn in 2011, which was a slight fall of 2.9% compared to the previous year. Net investment has accounted for -€153m, due to the fact that during the year there was some divestment of property considered non-strategic in both Spain and the south of France. Employment has amounted to an average of 42,153 jobs during the year, although it should be stressed that due to the difference between full-time and part-time employment, the total number of workers is far higher, around 49,000 people.

In terms of profitability, the Eroski Group has ended 2011 with a net result of -€33m, which is 46% up on the previous year. In spite of the fact that Eroski S.Coop., the Group's parent company, has posted profits totalling €45m, the overall results have been conditioned by a charge of €96m for impairment of assets, in accordance with criteria established by international accounting standards.

For their part, **Erkop's** co-operatives, with Ausolan at the head, in 2011 have





posted a turnover of €189mn, with a workforce of 7,480 people and have generated profits totalling €15m.

It is worth emphasising that all the co-operatives have posted profits in another tough year, marked by containment in demand, selling price adjustments and a significant increase in default.

Some of the other **milestones during the year that need highlighting** have been as follows:

- Record production in terms of litres of milk at Behi Alde, due to benevolent weather conditions and well managed cattle.
- The Artandi company has gone into profitability. It is owned by the co-operatives Garaia and Barrenetxe, and managed in collaboration with Vega Mayor, and is engaged in the supply of IV Range products to the retail and wholesale sectors, and collective catering companies.
- Permanent relocation in other co-operatives of all the worker-members of Multifood, which closed down some time ago due to market factors.
- Significant increase in sales and marketing of tonnes of composite feed by Miba.
- Complete reform of Unekel's rabbit production sheds, with climate control of the facilities and the resulting improvements in production.

4



### KNOWLEDGE



#### Development of New Sectors and Corporate Projects

In 2011, **MONDRAGON Health** has made progress in its consolidation as the corporate driving force behind MONDRAGON's business capabilities in the health sector. Priority has been given to what are known as Integrated Projects: offers of projects in which a number of co-operatives are involved, which it is working on together with MONDRAGON Internacional and where interesting opportunities have been identified in emerging countries.

Over the last year MONDRAGON Health has worked with Mondragon Assembly, Aurrenak and Loramendi to set up a new company, **KIRO Robotics**, to manufacture automated equipment for hospital pharmacies and a new activity has been launched called **Smart Health Services (SHS)** to manage integrated services for purchasing and supply logistics for health centres. It is also worth highlighting the joint venture with the Fagor Group to launch Fagor Healthcare, which provides a solution for health clinic pharmacies in terms of putting medicines into personalised blister packs.

In the public health sector, MONDRAGON Health has participated in GSR's strategic expansion process and is on the board of trustees of the Foundation for Innovation in Public Health ETORBIZI, together with

the Basque Government's Department of Health, Department of Social Services and Prime Minister's Office.

As far as the development of training activities for the health sector are concerned, MONDRAGON Health has collaborated with the Faculty of Business Studies at the University of Mondragon on two management courses for managers in the Basque health service, Osakidetza.

MONDRAGON Health has signed a number of agreements with other agents in the health sector: the Gipuzkoa General Hospital, IMQ and the Vall d'Hebron Hospital in Barcelona.

At the same time and in order to promote co-operation projects between the different corporate divisions, the **BAC (Business Acceleration Center)** has organised a number of creativity sessions (Dreamworks) in 2011, focusing on a single subject at a time, and tackling a wide range of areas.

Furthermore, the MONDRAGON OPEN INNOVATION (MOI) initiative was presented in October, the aim of which is to promote the development of new business opportunities together with diversification and competitive improvement in MONDRAGON companies through Collaborative Innovation with the Basque System of Science and Technology.

## Research and Knowledge

In 2011 MONDRAGON earmarked €165m for R&D. The Industry Area set aside for R&D a budget of 9.1% over value added, which was channelled through the co-operatives' R&D units, the activity of the technology centres, the corporate Science and Technology Plan and the Garaia Innovation Park. The Corporation as a whole is also the holder of 508 families of invention patents.

There has also been participation in 39 international projects, 11 of them led by Corporation companies or centres, in areas such as: Aeronautics, Energy ICTs, Nanosciences, Nanotechnologies, Materials and New Production Technologies.

Finally, 20.5% of sales in the Industry Area in 2011 were new products and services, which did not exist five years ago.

## Science and Technology Plan

2011 has been a year dedicated to the reformulation of the current Science and Technology Plan, in order to align it with the Corporation's current strategic goals and promote collaboration between the different co-operatives to the maximum.

The following lines of research have been established for the period 2012-2015:

- New technology and equipment for the industrialisation of medical products.
- Health and wellbeing services for users in their own homes.
- Ecodistricts and smart cities.
- Energy management and optimisation in the home environment.
- Electric vehicles.

## Corporate Innovation Model

Just as with the Science and Technology Plan, 2011 has been a year of reflection and reformulation of the Corporate Innovation Model in order to align it with the new socio-business policy for the period 2013-2016 and take the opportunity to give a strong boost to the internationalisation of innovation and the development of entrepreneurship.

## Involvement in Forums and Institutions

MONDRAGON is currently involved in the following institutions and foundations in the field of innovation and technology, as well as in a number of international forums and bodies:

- AENOR. Spanish Association of Standardisation and Certification.
- CIC Biogune. Bioscience Co-operative Research Centre.
- CIC Biomagune. Biomaterials Co-operative Research Centre.
- CIC Energigune. Energy Co-operative Research Centre.
- CIC Margune. High Performance Manufacturing Co-operative Research Centre.
- CIC Microgune. Microtechnologies Co-operative Research Centre.
- Club for Excellence in Sustainability.
- Energy Cluster Group.
- Etorbizi. Public Health Innovation Centre.
- Euskalit. Basque Foundation for Excellence.
- COTEC Foundation.
- Ihobe.
- Innobasque.
- Tecnalia Foundation.
- ARTEMIS-IA. ARTEMIS Industry Association (JTI).

## 1\_4 KNOWLEDGE AREA

---



- EFFRA. European Factories of the Future Research Association (PPP).
- E2B. Energy Efficient Buildings (PPP).
- Green Cars. Renewable and non-polluting energy sources, safety and traffic fluidity (electric car) (PPP).
- MANUFUTURE-EU. European Technology Platform in Manufacturing (PT).
- EPoSS. European Technology Platform on Smart Systems Integration (PT).
- Rapid Manufacturing Platform (PT).

### Technology centres

---

**IK4-Ikerlan**, the Corporation's standard bearer in the field of research, posted an overall turnover of €21.8m in 2011, of which €5.7m corresponded to its own and strategic research projects funded by the Basque Government, the Spanish Government, the Provincial Council of Gipuzkoa and the European Union; and €14.5m corresponded to R&D projects under contract to companies.

216 researchers and technicians as well as 34 people doing training, work at its facilities in Mondragón-Olandixo, Mondragón-Garaia and Miñano (Alava).



On the European stage, IK4-IKERLAN has maintained total funding worth €5.2m in the 7th Framework Programme.

As far as the Global Collaboration Network for its own research, it is worth mentioning that in addition to the collaboration projects set up in previous years with EPFL, IMEC, ISEA, CGIP-UPV, TU-Vienna, Edinburgh University and KU in Louvain, new collaboration agreements have been signed this year with the University of Oviedo, the Codolab Group from the Polytechnic University of Valencia and the Amade Group from the University of Gerona.

In terms of protecting the knowledge generated by IKERLAN-IK4, two new patent applications have been made in relation to the Microsystems activity.

During 2011, **ISEA S. Coop.** gave a boost to the launch of MONDRAGON OPEN INNOVATION, an initiative developed in collaboration with the Basque Government's Department of Industry, Innovation, Commerce and Tourism. It is a pioneering open innovation experience aimed at promoting the development of new business opportunities together with diversification and competitive improvement in MONDRAGON's companies through Collaborative Innovation.

**IK4-Ideko**, a technology centre specialising in manufacturing technologies and industrial production, posted €7.7m in turnover in the year of

its 25th anniversary. Of this total, €5.1m came from projects under contract and €2.5m from research projects for different levels of government.

In 2011, there were 12 papers published in SCI (Science Citation Index) magazines, a European patent was accepted and applications were made for two new patents, also at the European level.

During 2011 the centre established R&D collaboration agreements worth close to €2m with 4 benchmark companies in the machine tool and manufacturing technologies sector, with a clear focus on sector-based specialisation in two of the cases.

The centre's excellent position in manufacturing technologies at the international level is endorsed by its presence in CIRP (International Academy for Production Engineering) and EUSPEN (European Society for Precision Engineering and Nanotechnology), and through 13 active European projects of which it is leading 5.

Located in Elgoibar, it has a workforce of 107 people, 18 of which are doctors and 8 PhD students and divides its activities between two buildings.

Its specialisation in "manufacturing technologies" takes the form of both research projects and projects under industrial contract in the areas included

in its 8 lines of research: Strategic Innovation, Production Management, Mechanical Design, Intelligent Software, New Manufacturing Processes, Machine Dynamics, Inspection and Measurement, and Microtechnology and Ultraprecision.

IK4-Ideko is a member of the IK4 technological alliance together with the Azterlan, Cidetec, Ceit, Gaiker, Ikerlan, Lortek, Tekniker and Vicomtech centres.

**IK4-Lortek** is a technology centre specialising in joining and related technologies. With nine years of experience, IK4-Lortek constantly continues to develop in order to be at the cutting edge of these technologies.

With a turnover in excess of €3m, 70% corresponded to R&D activities under contract with companies and 30% to research projects, with the backing of different institutions.

In terms of investment, 2011 has stood out for the construction of a new building, still in the Goierri Innovation Park in Ordizia (Gipuzkoa).

IK4-Lortek has ended 2011 with a workforce of 44 people, 7 of which are doctors and 2 PhD students. 18 papers were published, 7 of them for the ISI (Institute for Scientific Information) and an application has been made for a PCT (Patent Cooperation Treaty) patent in the field of implants for the health sector.

## 1\_4 KNOWLEDGE AREA

---

As far as collaboration agreements are concerned, IK4-Lortek has signed 4 new collaboration agreements with companies, related to the fields of joining processes and process simulation.

Among the most noteworthy projects, mention should be made of the “MERLIN” project in the context of the VII European framework programme, focusing on manufacturing technologies for the future in the aeronautical sector; the “AC-LC” project, aimed at online control of laser processes and EUSKESTUR, a project within the framework of the Etorgai programme in which IK4-Lortek is responsible for the virtual simulation part of the manufacturing process for the future radial structures for aircraft engines.

### Business R&D units

---

**Aotek**, dedicated to automation and optics, has the goal of achieving a level of excellence in the technologies integrated in the products developed and manufactured by Fagor Automation: numerical control, drives and position feedback systems.

In 2011 Fagor Aotek participated, amongst others, in a number of research projects in collaboration, such as CHAMELEON, a European project part of FP7 aimed at developing multi-purpose machine tools, through the use of intelligent devices; IMPELER,

an integrated CDTI project to increase the functionalities of large machine tools; FORE, a project belonging to the INNFACTO programme which is trying to engrave and read grid patterns on metal substrates; MANUFACTURING 0.0 II, PROFUTURE and PROFUTURE II projects, as part of the ETORTEK programme and in collaboration with CIC MARGUNE, for research into new, more precise, faster and more energy-efficient machining processes, and the development of non-conventional, portable, precision machine tools, which adapt to the shape of the part to be machined and in the “Reliable embedded systems” project, part of the SAIOTEK programme.

**Edertek** is a technology centre specialising in manufacturing technologies related to the production and assembly of components for the automotive sector, whose main objective is to meet the technological innovation requirements of Fagor Ederlan Taldea and its user-partners.

2011 has been marked by the increase in resources for the IMA (Advanced Industrialisation Module) with the incorporation of a gravity die-casting machine and rotary furnace which are going to serve as the basis for the development of a number of research projects into new materials and processes. Along the same lines, another significant milestone has been the setting up of a metallographic laboratory, with the incorporation of advanced

equipment like a luminescent discharge spectrometer, an atomic force microscope to analyse nanomaterials and innovative tomography and X-ray equipment.

**ETIC** continues to work in the area of smart systems connected to cloud computing, based on the paradigm of the Internet of Things.

New applications are built on services that are distributed, interconnected and located in a multitude of networked systems. These new systems are called intelligent or smart systems because they can collect a large amount of data and information from each situation and then act on the environment and interact with the user.

The new smart systems incorporate combinations of functions of sensing, action and interaction and, moreover, are connected to the Internet, giving rise to the paradigm of the Internet of Things. In the Internet of Things everything will be connected, any object from everyday life will become an intelligent object that can provide information, take decisions, act on the environment and serve as a means of communication for the user. This therefore opens up vast possibilities for creating new applications and services in any environment such as the home, office, city, shopping centre, hospital, hotel, etc. An enormous amount of useful data will be generated for a multitude of applications that need to be housed and accessible from

anywhere and any device. This will be achieved thanks to cloud computing.

ETIC continues to participate in European projects and together with those already under way, Artemis and ITEA2, at the end of 2011 it started to work on a new AAL (Ambient Assisted Living) project.

**Fagor Hometek** is the business R&D&i unit of the Fagor Electrodomésticos Group. It was originally set up in 2005 as an innovation unit linked to the Spanish strategic unit, and at the same time as its parent company was going through the transformation process to become a European group, Fagor Hometek also became a unit that was international in nature. Its headquarters are in Mondragón (Gipuzkoa), next door to the head offices of Fagor Electrodomésticos. It has people and facilities distributed across the group's different locations (Mondragón; Lyon, Orléans and La Roche sur Yon in France, and Wrocław in Poland).

The following stand out among Fagor Hometek's activities:

- Management of and providing a boost to the Fagor Electrodomésticos Group's Innovation Plan.
- Promotion and activation of research in areas of strategic interest.



## 1\_4 KNOWLEDGE AREA

---

- Co-ordination and advice concerning the management of the Group's innovation projects (equivalent to the Group's Project Management Office (PMO)).
- Co-ordination of the Group's innovation network.
- Carrying out innovation and research projects.

These activities enable Fagor Hometek, on the one hand, to specialise in the field of innovation and research and, on the other, to have an international cross-cutting nature embedded across the Group's businesses.

Fagor Hometek manages and advises on the project portfolio for the Fagor Electrodomésticos Group's Innovation Plan. This list of products comes from a matrix which crosses two concepts: product value and the preferential technologies associated with those products. The technologies considered to be strategic and cross-cutting in its sector are:

- ICTs: due to their impact on control, quality, interaction and easy use.
- Acoustics and Vibrations: because of their direct effect on acoustic comfort in particular and perceived quality in general.
- Thermofluidics: owing to its impact



on the energy consumption of all domestic appliances.

- Nutrition and hygiene: they have a direct bearing on the effect sought by the different domestic devices.
- Anthropology: as in the end what is perceived by each type of user is all that is valid.

As for important projects that have been endorsed and supported by different national, European and autonomic programmes backing R&D&i, the following stand out:

- SEILA (CENIT-leader). Research into technologies for treating clothes in the future (more than just washing) in a sustainable way.
- FOCUS (INNPACTO). Research and development of new concepts in treating air.
- KERS (INNPACTO). Study, modelling and design of refrigerators and their components to keep food and drink in optimum conditions and with optimum levels of energy consumption.
- HOUSGAI (Etorgai). Research into providing healthcare services for the elderly in their own homes.
- PRICE (INNPACTO). Research project

tackling smart energy management in smart cities.

**ISEA.** The Business Acceleration Center (BAC), ISEA S. Coop's unit specialising in the launch of business initiatives based on inter-cooperation, received recognition in 2010 when it was highlighted as a **"Good Practice" of MONDRAGON's Corporate Management Model**, and continued its development in the Engineering and Services Division (MISE) as an umbrella organisation for MONDRAGON's Development Centre.

2011 has seen a continuation in the launch and consolidation of MONDRAGON's BAC, with involvement in MISE's six divisional projects, and support for the Division's co-operatives in their quest for subsidies and assistance for innovation projects in the different businesses.

Together with the Basque Government and MONDRAGON Corporation, it has set up MONDRAGON OPEN INNOVATION, a pioneering experience in open innovation, the purpose of which is to promote the development of new business opportunities, together with diversification and competitive improvement in MONDRAGON companies through collaborative innovation.

**Koniker** is a not-for-profit technology centre, designated as a public-interest organisation, specialising in research and development involving new technologies

related to forming and assembly processes.

The most important lines of research tackled in 2011 have been as follows:

- Extension of the range of notching presses for the electrical sector.
- Hot forming of boron steels.
- New manufacturing strategies for large side parts for buses and coaches.
- Installations for the wind power and aeronautics sectors.
- Integrated systems for the production of photovoltaic panels.
- New machinery for mixing medicines.
- Control for the automatic plate changer in vertical moulding lines.

Progress has also been made in the ELKARWEB project – Social and semantic web technologies in support of collaborative innovation.

**Maier Technology Centre (MTC)**, a centre specialising in research, development and decoration of thermoplastic parts and assemblies for the automotive and domestic appliance sectors, operates in the field of concurrent engineering in close collaboration with its customers.

## 1\_4 KNOWLEDGE AREA

---

2011 has been marked by significant success in terms of customers and markets due to the innovation generated as a result of the focus on R&D in the last few years. It has been a year with a very heavy work load given that a high number of projects have been awarded, based on a highly diversified customer portfolio with different technologies and products.

Moreover, 2011 has also seen the development of stand-out research, development and innovation projects in the third year of the 2nd Technology Plan.

In March 2011, MTC also completed the extension work to its facilities, with new spaces for innovation.

In 2011, MTC has also firmly promoted its role as a supplier of styling with a strong customer focus.

Finally, it is worth highlighting a number of external awards that have been won during the year for innovation, the most important being the one naming Maier as the most innovative Basque firm in 2011.

**Orona eic.** The strategic reflection carried out in 2010 reinforced the commitment of Orona eic (Elevator Innovation Center) for the next 4 years, backed by a 57% increase in the spending on long-term research over the next 4 years.

A key milestone in 2011 has been the start of the building work on ORONA

IDE0-innovation city, the first phase of which will be opened in 2014 and where work has started on erecting the three buildings simultaneously:

- The Orona Zero building, which will house the corporate head office and Orona eic itself.
- The Orona Foundation, where the University of Mondragon will be located.
- The 3A building, where IK4-Ikerlan will be.

This innovation city will also be a space open to other centres and universities.

Energy is one of the key areas in this space. In addition to energy storage the focus will be on energy management in buildings, a question that will have a specific space in the A3 building that will enable work to be carried out on these new technologies in a shared space equipped with the most advanced infrastructures.

This line of research into energy storage and energy management will be join traditional areas of research such as tribology, vibroacoustics, new concepts, design of machines and converters, electronics and communications, and M2M systems aimed at excellence in maintenance.

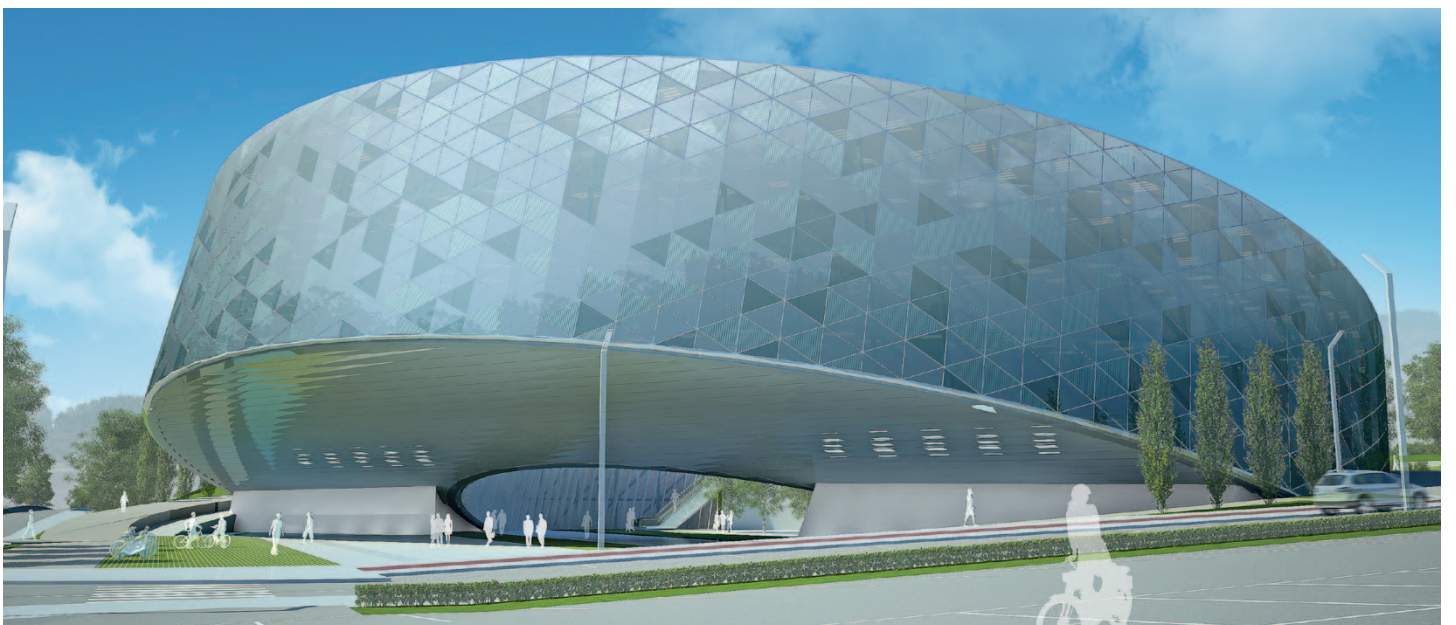
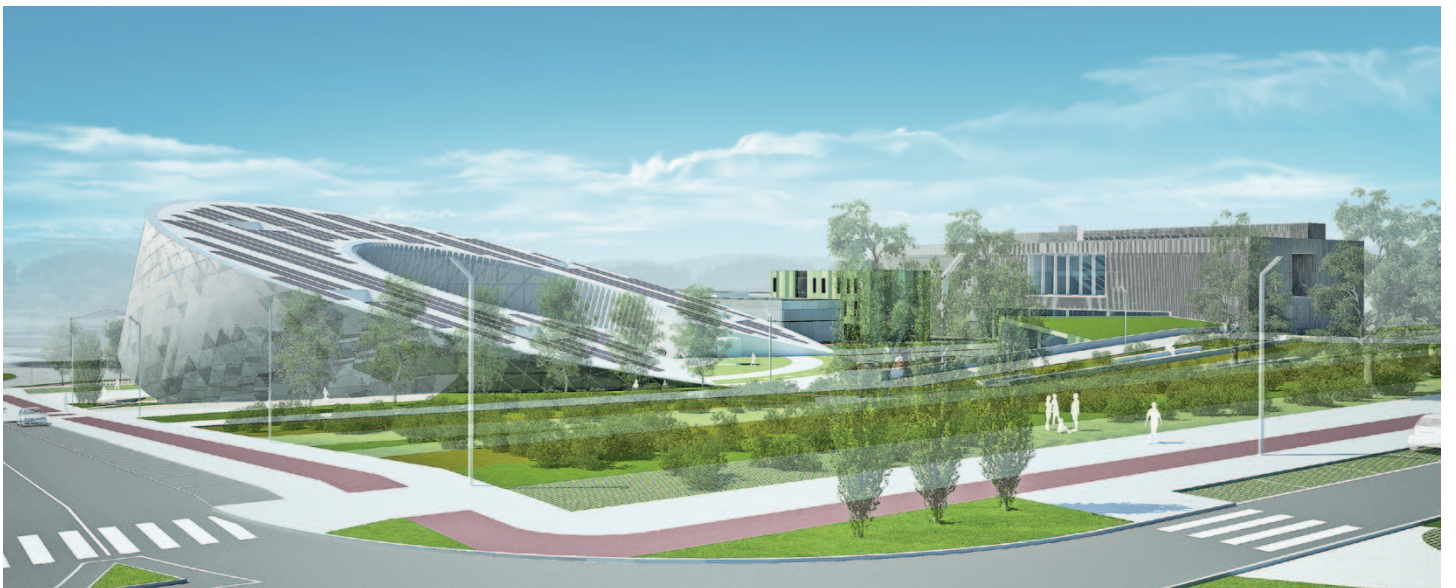
**CS Centro Stirling S. Coop.** is continuing to work on consolidating its lines of

development. Among the most notable it is worth mentioning the development work to improve the products of EHE, a manufacturer of domestic microgeneration devices and a European leader in its segment, improving the efficiency of its equipment by 15%. A commercial brand has been established, ENERKIT, together with a patent linked to thermoelectricity technology that will enable innovative solutions to be tackled in the world of distributed sensing and precision refrigeration in 2012.

As far as knowledge acquisition and own technology development are concerned, in 2011 the centre has been participating in an Etorgai programme in the health environment and in a European project in the field of sustainable energy, with Mondragón Componentes and the Stirling Centre as the technological leaders.

A milestone worth highlighting is the change of location to the new facilities in Aretxabaleta (Gipuzkoa) which, in addition to increasing the floor space devoted to the researchers, has a laboratory where experiments can be carried out on the devices developed.

Finally, there has been a firm commitment to research training for staff (3 doctors and 3 PhD students) in collaboration with the University of Mondragon, the University of Oviedo and the University of Reutlingen, in Germany.



## 1\_4 KNOWLEDGE AREA

---

**ULMA Packaging Technological Center**, a centre specialising in research and development of technology for the packaging sector, has focused its efforts on promoting the areas of technology determined as strategic as a result of the route map drawn up in 2009, and on carrying out the different international co-operation projects underway with countries like Switzerland, Italy and Japan.

In 2011, the centre's work has led to significant advances in the design of equipment based on the incorporation of a methodology of its own for the inclusion of hygienic design concepts in the launch process for new products, the use of technologies based on embedded systems for process automation, and the integration of artificial vision systems and proprietary robotics in the packaging systems.

**MIK - Mondragon Innovation & Knowledge** is an R&D&i centre specialising in social and business innovation management. Set up in 2001 to help with business competitiveness and development, its sphere of activity covers four areas of R&D&i: Open Business, Entrepreneurship, Internationalisation and Socially Responsible Business Models.

Over the 2010-2011 year, it has had 27 students registered in the Doctorate programme and, moreover, the

research and knowledge generated by its researchers has been disseminated in some of the most well-known management forums in the scientific community worldwide.

In terms of R&D&i projects, MIK is actively participating in the development of 40 R&D&i projects in which more than 100 companies from the Basque Autonomous Community are taking part. It is worth highlighting the participation in four European projects, two of which are being led by MIK. Another of the important initiatives it is participating in is the Openbasque strategic research project, led by MIK in collaboration with IK4-Ikerlan, Tecnalia and UPV/EHU, and with the active participation of companies like Fagor Electrodomésticos, CAF, Euskaltel, Obe-Hettich, Orbea, Grupo Gureak and Grupo Eroski.

With facilities in Oñati and Irún, MIK belongs to the Basque Network of Science, Technology and Innovation.



## MONDRAGON technology centres and R&D units in 2011

Name	Budget (million €)	Staff
Aotek	2.8	29
C. S. Centro Stirling	0.62	10
Edertek	4.5	32
ETIC	0.6	11
Hometek	3.5	47
IK4-Ideko	7.7	107
IK4-Ikerlan	21.85	250
ISEA	1.05	11
Koniker	1.60	26
IK4-Lortek	3.1	44
MTC	7.5	110
Orona eic	2.5	67
UPTC	2.4	33
MIK	1.80	45
<b>TOTAL</b>	<b>61.52</b>	<b>822</b>

## 1\_4 KNOWLEDGE AREA

---

### Garaia Innovation Park

---

Promoted by the Basque Household Appliance Cluster Group (ACEDE), it has set up a LIVING-LAB, a laboratory in which validation processes are carried out with real users in order to assess how well new technological developments incorporated in products and/or services in the home will be accepted socially, and on the basis of this to go on to develop new products and services.

It is also worth mentioning the setting up of a new company belonging to the Corporation:

**Galbaian S. Coop.:** a company offering an integrated industrial and intellectual property service, with a workforce of 14 people.

It is worth highlighting as a complementary service activity offered by the Park itself, the different business relationship courses, seminars and activities aimed at technology and knowledge transfer, creation and strengthening of innovative companies, funding for innovation and internationalisation.

Also noteworthy are the activities of Garaia Enpresa Digitala, Euskalit and those related to the Innovanet network as part of the Euskadi + Innova programme, all within the framework of the innovation society initiative promoted by





the Basque Government and which have attracted close to 10,000 people, making the Park a real meeting point.

## University of Mondragon

During academic year 2010-2011, the University of Mondragon has offered its full range of 11 degree courses, adapted to the Higher European Education Area, at the campuses in Arrasate, Goierri, Eskoriatza, Oñati and Bidasoa.

It has also offered double diplomas, all in collaboration with French universities, in the field of engineering. To be precise, with Enseiht and Insa in Toulouse, ECN in Nantes and INP in Grenoble.

As far as postgraduate studies are concerned, three new official master's degree courses were offered in academic year 2010-2011. Work has also been carried out on the design of new degree courses to be offered for academic year 2011-2012. This means that the offer in terms of postgraduate courses now consists of 5 official master's courses and 15 courses of its own, which together with the wide range of in-service training courses offered, have accounted for more than 20,000 teaching hours.

The total number of students enrolled for academic year 2010-2011 has been 3,610 of which 3,018 have been studying university degree courses and 592 have been doing doctoral and postgraduate

studies, among them 98 students in University of Mondragon doctorate programmes.

During academic year 2010-2011, 764 students have taken placements in companies and the number of final dissertations prepared by students has totalled 386. The satisfaction rating given by the companies in relation to these dissertations has been a score of 8.5 out of 10.

Work was also carried out over academic year 2010-2011 on the design of new courses which have been started for academic year 2011-2012 such as the degree course in Gastronomy and Culinary Arts and the master's degree courses in Business Innovation and Project Management, Industrial Engineering, Embedded Systems, and Energy and Power Electronics.

In the field of internationalisation, the mobility of both students and lecturers continues to rise significantly. During academic year 2010-2011, 220 students have gone to universities abroad; of these 139 have done so to complete their studies and 81 have gone on placement or to prepare their final dissertations in companies abroad. Likewise, the number of foreign students at the University of Mondragon campuses during academic year 2010-2011 has risen to 65, compared to 47 the previous year.

## 1\_4 KNOWLEDGE AREA

---

The University's activity in terms of R&D aims to go beyond just generating fresh knowledge, as it seeks to apply it in the target area or field, in the degree courses it offers and in the innovation services it provides to the organisations and companies requesting them. In short, the university understands that the integration of its three activities, teaching, research and knowledge transfer, is the most effective way of enhancing the quality of its education and upholding its social commitment.

Its collaborative research model bases its principles on the alignment of research with participation in collaboration with three key agents: the University, the Technology Centres and the Businesses.

Closely linked to the development of the University's research work is the significant amount of effort put into developing doctoral studies. Over the period 1997-2011, the number of students taking doctorates at the University of Mondragon as a whole has been on a very upward trend, with 109 PhDs and 16 theses read at the University in academic year 2010-2011.

Research activity in programmes funded by government has been highly satisfactory. It is also worth highlighting the University's participation in 6 Basque Government strategic research projects, 15 Basque Government Etorgai projects, 9 MICINN INNPACTO projects and 13 MICINN CENITT projects.

The increasing internationalisation of the University's research work is demonstrated by its participation in different national and international projects. It is currently taking part in 8 European Union research programmes.

In the entrepreneurship field, 5 years ago the University put into operation a comprehensive plan, MONDRAGON EKITEN, to promote entrepreneurship among students and lecturers, in order to create jobs and improve competitiveness through the development of business projects.

Both the V Symposium for Fostering Entrepreneurship, organised during academic year 2010-2011, and the V New Business Ideas Competition, as well as the II Ideas and Projects for Sustainable Rural Development Competition and the I Free Time, Youth and Sports Ideas Competition all form part of MONDRAGON EKITEN. The latter two competitions are in collaboration with the agencies for rural development in the Alto and Bajo Deba areas and KIMU BERRI, respectively.

To close, over academic year 2010-2011 the University has also tackled other strategic projects such as:

- Basque Culinary Center, which opened its doors at the start of academic year 2011-2012 with the first year of the degree course in Gastronomy and Culinary Arts.



- New Campus for the Faculty of Business Science, work on which started during academic year 2008-2009 in the new University and Technology City in Oñati, and which went into operation in academic year 2010-2011.
- Research and technological innovation centre focusing on electronics and embedded systems, where work also started during academic year 2008-2009 and which



was opened in academic year 2010-2011, with the opening ceremony coinciding with the official start of the University of Mondragon's academic year. Its aim is to create a benchmark team for research and technology transfer in the world of electronics applied to energy and embedded systems.

- New set up at the Faculty of Humanities and Education Sciences in Aretxabaleta (Gipuzkoa), the

project for which was started back in academic year 2009-2010 in close collaboration with the town council of Aretxabaleta. During academic year 2010-2011 work has continued on the new location to develop the audiovisual communication area. The work will be completed during academic year 2011-2012 and the new facilities will come into use the following academic year 2012-2013.

- The University of Mondragon's online project has been another of the strategic projects that has been promoted during academic year 2010-2011, with 7 courses offered in this format including degree courses, master's courses and in-company training courses, with the participation of a total of 132 students.

## Other training and education centres

**Politeknika Ikastegia Txorierrri**, which for academic year 2010-2011 had 394 students in Vocational Training and gave 51 courses (2,401 hours) of Employment Training to 443 people, either in work or unemployed. In this regard, it is worth highlighting the organisation and development of 13 courses tailored to the same number of companies, in areas like Welding, CNC, CAD-CAM-CAE, Verification and Education Platforms like Moodle.

In the international area, 18 students went on placement to European firms (Netherlands, United Kingdom, Ireland, Italy, Czech Republic, Portugal and Lithuania). The centre also took part in multilateral projects aimed at improving the educational systems, through the transfer of innovations in the linguistic, cultural or products/processes field (coaching in intercultural competence or business skills, unification of academic recognition systems, etc.).

## 1\_4 KNOWLEDGE AREA

---

In collaboration with centres from more than 15 countries, the centre has participated in 7 transfer-of-innovation (TOI) projects funded through the European “Leonardo Da Vinci” programme.

In the field of entrepreneurial culture, the centre has brought a new project into its enterprise incubator: ESS (Engineering Solutions and Services, S. Coop.), a company which operates in the field of automotive and aeronautical engineering. This company, together with the one set up last year, Ardolan (Water analysis and environmental services) have a number of the centre’s premises and equipment available to them. Another nine companies have also come on board, through a number of institutions like the Basque Government and the Worklan Association (of which it is a promoter).

Innovation and Technological Development have been carried out in collaboration with the Basque Institute for Vocational Training (Tknika). This collaboration has led to two lecturers from the centre being selected to take part in two projects: “Clamping Tools for Machining” and “New technologies in television: 3D and High Definition”.

**Lea Artibai Ikastetxea (LAI)** has provided formal education during academic year 2010-2011 for a total of 5 higher secondary-education groups and 16 in middle and higher grade vocational training and 66 students have taken up

placements in companies. Preparatory courses were offered for access to higher grade vocational training and a course entitled “Design of injection moulds for polymeric material” was given at the request of Tknika as training for second year trainers in the Design in mechanical manufacturing cycle. Three trainers from LAI have worked with KEI/IVAC on the development of the basic curricular design for training courses in the mechanics and food industries fields.

In the internationalisation area, 8 students have taken up placements at European firms with Erasmus and Leonardo scholarships and the centre has participated in the preparation of the European TOI project on the system of credits in vocational training.

Moreover, 9 polymer engineering students have presented their final dissertations and 2 of them have done so at the Fraunhofer Institute in Germany. As for the MSc in Plastic Product Design, the first minor thesis was defended and Alex Arrillaga has defended his thesis entitled “Modelling vulcanization and rheological processes during injection moulding of rubber mixes using CAE” obtaining the first European Doctorate from the London Metropolitan University.

In terms of in-service and occupational training, 8,076 teaching hours have been given to 1,723 people and placements have been organised in companies for





## 1\_4 KNOWLEDGE AREA

---

69 people. A number of online courses have been started, lasting 820 hours, and it is worth highlighting the “Supply Chain Management, Integrated Logistics and Production” course, given in collaboration with Renault Consulting and which will be repeated next year.

As far as LAI’s role as a centre collaborating with LANBIDE is concerned, more than 2,000 personal interviews have been carried out, more than 150 job offers have been processed and a subsidy was obtained to set up an employment centre next year.

At Leartiker, the research and technical services unit, an Iberoeca project was awarded as well as training for a number of consortiums together with companies and other technology centres to develop European projects. 12 diversification projects have been carried out together with companies from a number of sectors, as well as 5 research projects aimed at detecting new businesses or activities and 10 projects to improve existing products. The unit has also started to work with 20 new clients, with Leartiker’s turnover now in excess of €1m. Finally, Leartiker has developed a strategic plan, the aim of which can be summarised in the following mission: to promote and support the creation of new economic activity and employment with added value in the Lea Artibai area related to the health sector.

### Otalora

---

Close to 5,000 people attended the training sessions and programmes given at Otalora, MONDRAGON’s Management and Co-operative Development Centre.

In the Co-operative Education area, it is worth highlighting yet another year the high number of groups (governing bodies, managers and members) wanting to take part in Co-operative Education programmes, as well as courses for members of Governing Councils and induction sessions for new members and managing directors.

As far as Management Development is concerned, there were new editions of the MBA Executive and IKAS courses and specific training sessions were held for section managers. Likewise, in Cultural Development, several surveys were carried out on organisational culture.

In terms of the Leadership and Teamwork area, a total of 38 groups took part in these programmes, and 61 co-operative managers participated in coaching sessions.

In the Co-operative Dissemination Area, on the occasion of the communication worldwide of the agreement adopted by the UN to declare 2012 as the International Year of Co-operatives,

there has been a significant increase in the interest to find out about our Co-operative Experience, with 136 groups visiting MONDRAGON and a total of 20 lectures given about MONDRAGON at different national and international events.

Finally, as in previous years, a new edition of Forum 400 was held for Corporation managers, which was attended by 430 people, and a new edition of the Aranzazu Forum was held aimed at personnel managers, with the participation of 110 people.





32.454



14.832 mill. €



2



**FINANCIAL STATEMENTS  
AND TRADING ACCOUNT**

83.569



## 02 FINANCIAL STATEMENTS AND TRADING ACCOUNT

---

This chapter presents the overall financial statements and trading account of the MONDRAGON Corporation, showing how they have evolved over the past year. It is worth noting accordingly that some publicly-traded companies prepare their financial statements by applying the International Financial Reporting Standards, whereas the majority of the co-operatives have drafted them in accordance with Spain's Accounting Plan, which is based on them.

The information presented here refers to the consolidated Balance Sheet for all the businesses in the Corporation, as well as to the Value Added they generated over the last two years, once crossed internal balances and transactions have been removed.

### CHANGES IN THE BALANCE SHEET

MONDRAGON's Balance Sheet at 31 December 2011 recorded a volume of assets under administration of €32.45bn, after posting a variation of -€645m over the year, which is -1.9% in percentage terms.

When analysing individually the main Areas that make up the Corporation, it can be observed that they have all seen a contraction in their balance sheets, with

a special impact in the Retail Area, where assets, after the divestment and the consolidation adjustments, underwent a reduction of €589m.

The highlights under each heading on MONDRAGON's balance sheet at 31 December 2011 are as detailed below:

### Fixed Assets

Fixed assets recorded at year-end 2011 stood at €6.93bn, following a net decrease of €390m (5.3%) over the year.

Investments over the year have been largely made by the Industry Area, which in spite of the stagnation in domestic demand has invested €335m in 2011. The Retail Area has recorded divestments, in net terms, as it has sold some establishments in both Spain and the south of France. In turn, the total depreciations and amortizations applied last year have totalled €524m, which is a contraction of 9.9% compared to the figure for the previous year.

### Current Assets

Current assets are the largest equity item (€25.53bn), and recorded a contraction over the year of €255m, which is -1% in relative terms.

The performance of this item has involved contraction in both the Industry

and Retail Areas with declines of €43m and €217m respectively, in the balances for both Inventory and Receivables.

### Equity

At the end of last year MONDRAGON's equity amounted to €4bn, without including the part corresponding to minority interests, which is also shareholders' capital in the businesses in which there is a holding. Of this total Equity, €1.86bn corresponded to Share Capital and the remaining €2.14bn to Reserves.

### Minority Interests

In recent years the MONDRAGON Corporation has combined internal growth with the development of new businesses in collaboration with other partners, with a view to its expansion both at home and abroad.

The total amount of these external holdings amounted to €136m at 31 December 2011, being held largely in subsidiary companies included in the consolidated financial statements of co-operatives in the Industry and Retail areas.

## Balance Sheet for the MONDRAGON Corporation

In euros

HEADING	31.12.10		31.12.11		Annual variation	
	Amount	% distr.	Amount	% distr.	Amount	%
<b>ASSETS</b>						
Fixed	7.32bn	22.1	6.93bn	21.3	-390m	-5.3
Current	25.78bn	77.9	25.53bn	78.7	-255m	-1
<b>TOTAL ASSETS</b>	<b>33.09bn</b>	<b>100.0</b>	<b>32.45bn</b>	<b>100.0</b>	<b>-645m</b>	<b>-1.9</b>
	Amount	% distr.	Amount	% distr.	Amount	%
<b>LIABILITIES</b>						
Equity	4.29bn	13.0	4bn	12.3	-287m	-6.7
Minority interests	181m	0.5	136m	0.4	-46m	-25.3
Non-current liabilities	11.82bn	35.7	11.61bn	35.8	-211m	-1.8
Current liabilities	16.81bn	51.8	16.71bn	51.5	-101m	-0.6
<b>TOTAL LIABILITIES</b>	<b>33.09bn</b>	<b>100.0</b>	<b>32.45bn</b>	<b>100.0</b>	<b>-645m</b>	<b>-1.9</b>

### Non-current Liabilities

The balance for long-term funding from third parties used by the co-operatives and their subsidiaries has also contracted, with a €211m variation compared to the previous year to total €11.61bn at the year-end.

All the Areas recorded contraction in their long-term borrowing, although it was the Retail Area that saw the biggest reduction of €185m.

This performance has led to the practical stabilisation of Working Capital for MONDRAGON as a whole, as it has recorded a fall of €153m compared to 2010, taking the total to €8.82bn.

### Current Liabilities

This item on the balance sheet has recorded a drop of €101m in 2011, which is -0.6% in relative terms.

The Retail Area stands out for its reduction with €277m as a result of the application of its debt reduction policy.

### PERFORMANCE OF VALUE ADDED

To complement the changes to MONDRAGON's balance sheet, the following table presents a breakdown of its financial statements over the last two years, arranged according to the distribution format for Value Added.

The total Value Added generated by MONDRAGON in 2011 has amounted to €3.70bn, which is 1.1% down on the figure for the previous year and mainly due to the Retail Area, where the price war unleashed during the year reduced its turnover and margin, thereby affecting its value added.

The largest contribution to the total figure for Value Added has been made by the Industry Area (€1.82bn, 49% of the total), followed by the Retail Area (35%), with the remaining 16% corresponding to the Finance Area.

Personnel Costs (€2.4bn) have practically repeated the figure for the previous year, with a 5.6% rise in the Industry Area, in line with the increase in its activity and its defence of employment, mainly due to the boost in demand from abroad, whilst the other two Areas, focused more on the domestic market, have recorded reductions in their personnel costs, as they are still going through internal redeployment processes.

In turn, Financial Costs have increased very slightly by €11m compared to 2010. This overall rise is a result of the big reduction in the Retail Area (-€104m) due to its debt reduction policy and the increases in the Finance Area (€87m) and the Industry Area (€28m).

The sum of amortisations and depreciations applied by MONDRAGON in 2011 has amounted to €524m, with a drop of €58m (9.9% in relative terms). The Industry Area is the one that has posted the highest amortisations and depreciations with a figure of €298m, which is 57% of the total, followed by the Retail Area (€204m, 39% of the total).

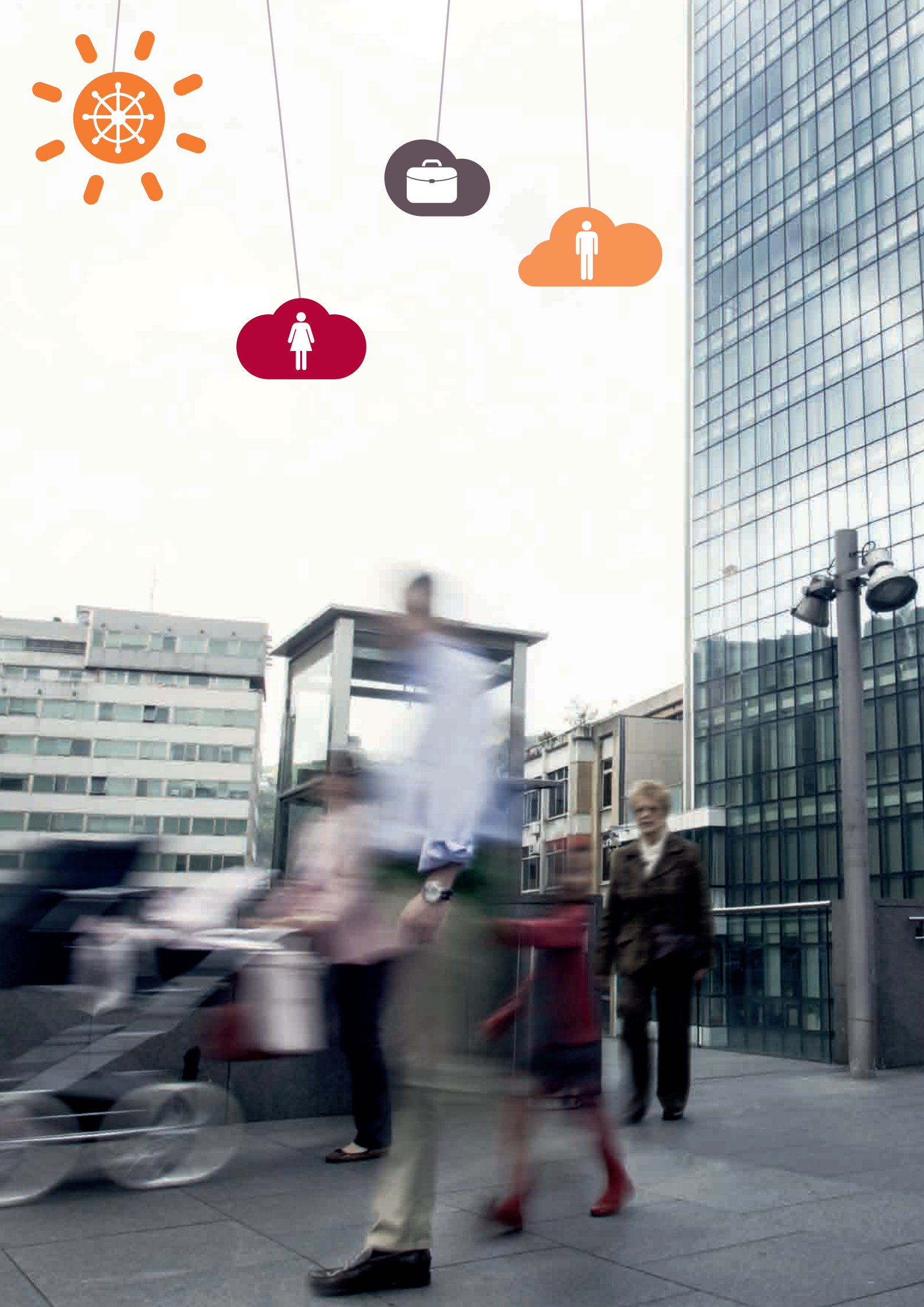
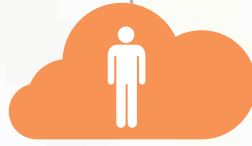
The subtraction of all the aforementioned costs provides the Trading Profit, which has totalled €343m in 2011, a good figure taking into account the recession in the Spanish economy last year, which has been a burden to the businesses with products and services aimed mainly at the domestic market.

If back in 2010 the amounts earmarked for transfers, provision and tax were high (€168m), in 2011 they have risen to €218m, weighing down especially on the results for 2011 which amounted to €125 in a year in which the present adverse circumstances have been overcome, more brilliantly than might have been expected at the start of the year.

Value added generated by the  
MONDRAGON Corporation

In euros

HEADING	2010		2011		Annual variation	
	Amount	% distr. Over value added	Amount	% distr. Over value added	Amount	%
Value added	3.74bn	100.0	3.70bn	100.0	-40m	-1.1
Personnel costs	-2.40bn	-63.9	-2.4bn	-64.8	-10m	0.4
Internal yield	1.35bn	36.1	1.30bn	35.2	-50m	-3.7
Financial costs	-424m	-11.3	-435m	-11.8	-11m	2.5
Cash-flow	928m	24.8	867m	23.4	-61m	-6.5
Amortisations and depreciations	-582m	-15.5	-524m	-14.2	58m	-9.9
Operating profit	346m	9.3	343m	9.2	-3m	-0.9
Prov. Other income & tax	-168m	-4.5	-218m	-5.9	-50m	-29.8
Trading profit	178m	4.8	125m	3.3	-53m	-29.8







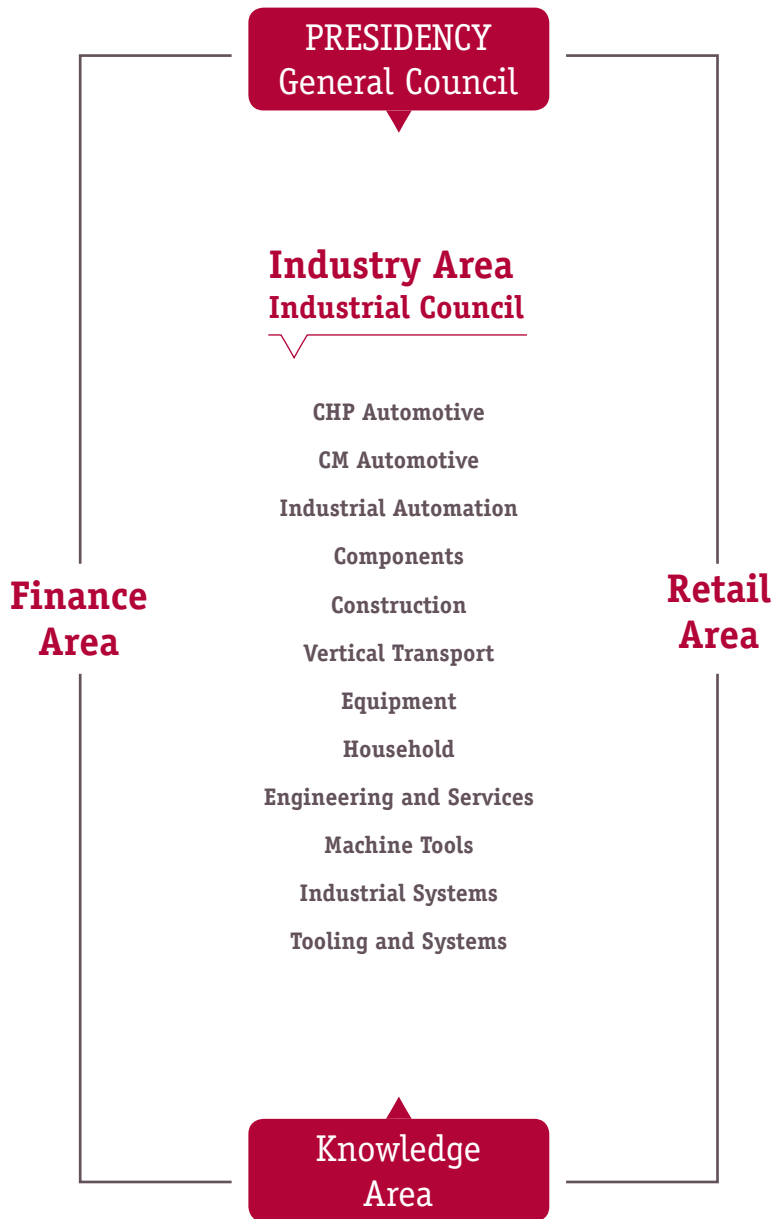
3



**ORGANISATIONAL  
STRUCTURE  
CORPORATE AND  
MANAGEMENT BODIES**

### 3 ORGANISATIONAL STRUCTURE CORPORATE AND MANAGEMENT BODIES

Organisational structure



## Corporate and Management Bodies

### Standing Committee

#### President

Agustín Markaide

#### Vice-president

José Miguel Lazkanotegi

#### Members

Irene Alberdi  
 Joxean Alustiza  
 Jesús M<sup>a</sup> Astigarraga  
 Ane Beristain  
 Iñaki Durañona  
 Julian Errarte  
 Julio Gallastegui  
 Javier Goienetxea  
 Jon Igarza  
 Aitor Irure  
 Esther Korta  
 Antton Kortazar  
 José Luis Madariaga  
 Julen Madariaga  
 José Luis Pérez  
 Jabier Retegi  
 M<sup>a</sup> José Uria  
 Mikel Uribetxebarria  
 Pedro Urteaga

#### Secretary

Arantza Laskurain

#### Legal Adviser

Zorione Arregi

### General Council

#### President

José M<sup>a</sup> Aldecoa

#### Members

Rafael Barrenechea  
 Manuel Beraza  
 Agustín Markaide  
 Iñaki Gabilondo  
 Txomin García  
 Txema Gisasola  
 José Ramón Goikoetxea  
 Belén Kortabarria  
 Javier Mutuberria  
 Javier Sotil  
 Mikel Zabala

#### Secretary

Arantza Laskurain

### Industrial Council

#### President

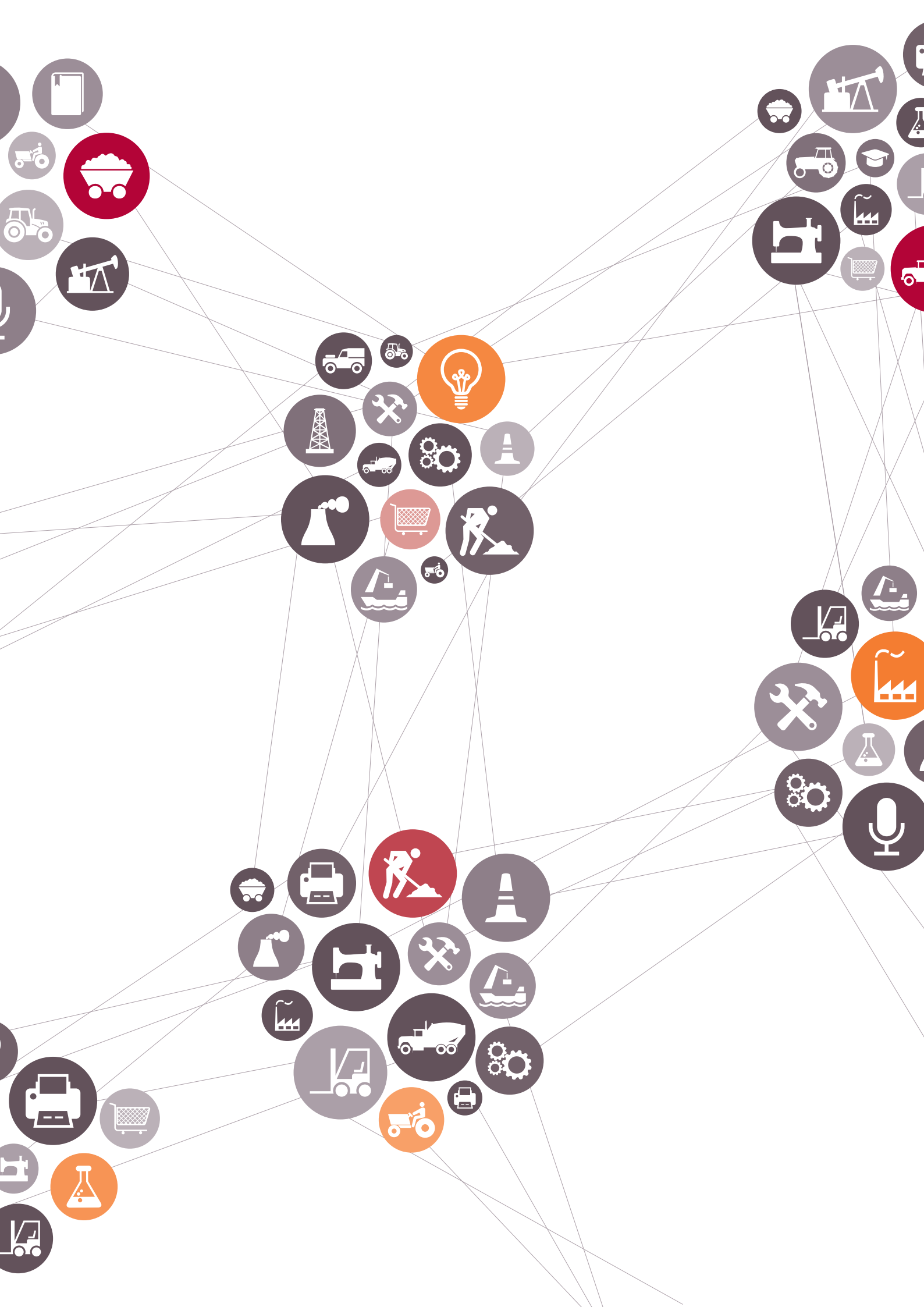
José M<sup>a</sup> Aldecoa

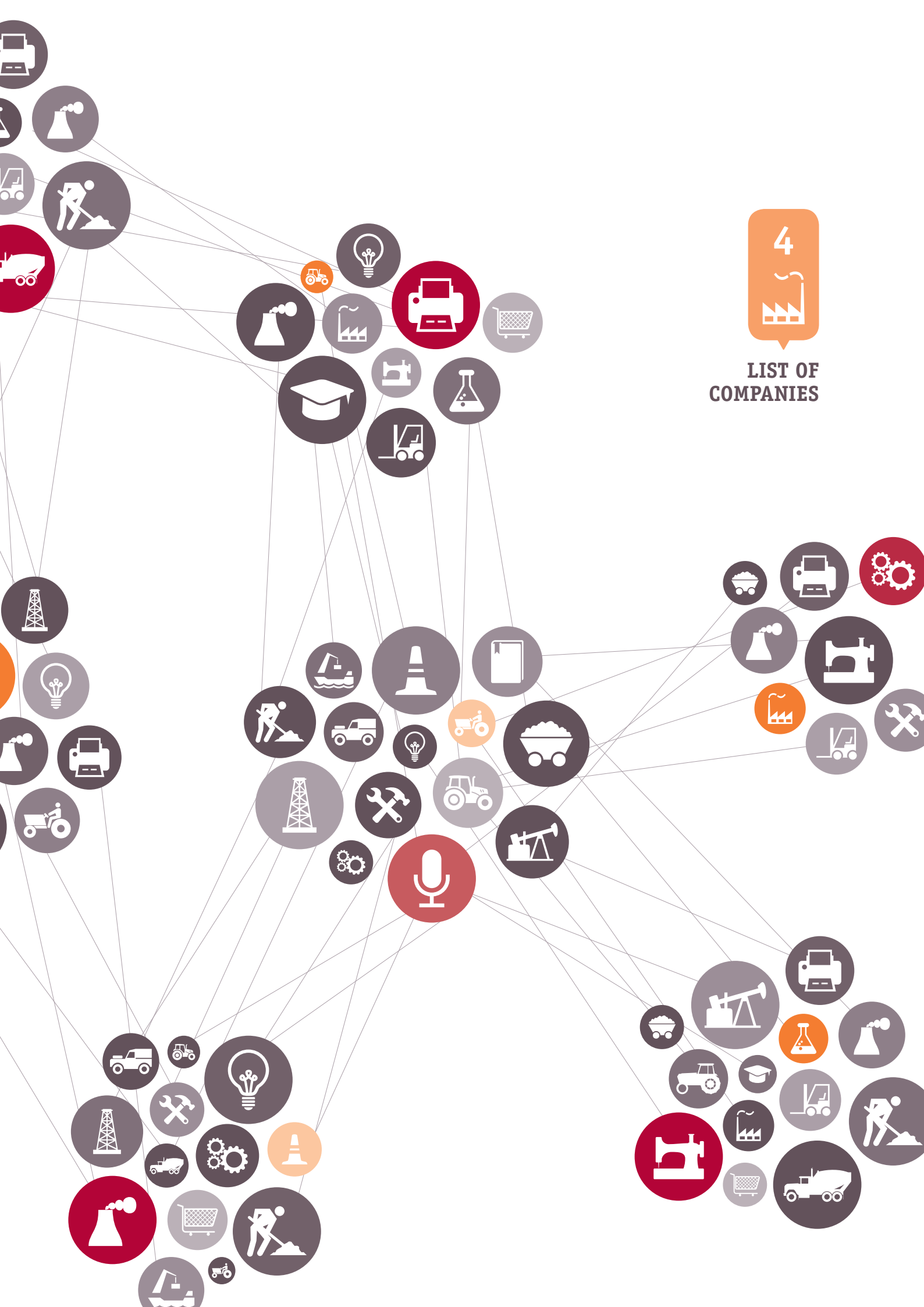
#### Members

José Miguel Arregi  
 Ángel Barandiaran  
 Rafael Barrenetxea  
 Manuel Beraza  
 Iñaki Gabilondo  
 Txema Gisasola  
 José Ramón Goikoetxea  
 José Luis Lizarbe  
 Javier Mutuberria  
 Iñaki Otaño  
 Juan María Palencia  
 Javier Sotil  
 Josu Ugarte

#### Secretary

Francisco Azpiazu





**LIST OF COMPANIES**

## 4 LIST OF COMPANIES

### FINANCE AREA

#### BANKING

##### CAJA LABORAL

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 500  
Fax: 34 943 719 778  
E-mail: [contactacon@cajalaboral.es](mailto:contactacon@cajalaboral.es)  
Web: [www.cajalaboral.es](http://www.cajalaboral.es)  
**ACTIVITY:** Banking.

##### • CAJA LABORAL GESTIÓN

Pº José Mª Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 790 114  
Fax: 34 943 790 116  
Web: [www.cajalaboral.es](http://www.cajalaboral.es)  
**ACTIVITY:** Unit trust management.

##### • CAJA LABORAL PENSIONES, SGFP

Pº José Mª Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 535  
Fax: 34 943 719 778  
Web: [www.cajalaboral.es](http://www.cajalaboral.es)  
**ACTIVITY:** Pension fund management.

##### • CAJA LABORAL EUSKADIKO KUTXA CARTERA

Pº José Mª Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 500  
Fax: 34 943 710 778  
Web: [www.cajalaboral.es](http://www.cajalaboral.es)  
**ACTIVITY:** Investment fund management.

#### INSURANCE

##### LAGUN ARO VIDA

Capuchinos de Basurto, 6-2º  
48013 Bilbao (Bizkaia)  
Phone: 34 944 798 300  
Fax: 34 944 798 383  
Web: [www.seguroslagunaro.com](http://www.seguroslagunaro.com)  
**ACTIVITY:** Life assurance.

##### SEGUROS LAGUN ARO

Capuchinos de Basurto, 6-2º  
48013 Bilbao (Bizkaia)  
Phone: 34 944 798 300  
Fax: 34 944 798 383  
Web: [www.seguroslagunaro.com](http://www.seguroslagunaro.com)  
**ACTIVITY:** General insurance.

#### SOCIAL WELFARE

##### LAGUN-ARO, EPSV

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 790 100  
Fax: 34 943 793 531  
E-mail: [lagunaro@sarenet.es](mailto:lagunaro@sarenet.es)  
**ACTIVITY:** Welfare cover for cooperative members.

##### OSARTEN

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 790 100  
Fax: 34 943 798 080  
**ACTIVITY:** Group occupational risk prevention service.

### INDUSTRY AREA

##### ABANTAIL

Polo Garaia, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 560  
Fax: 34 943 712 568  
Web: [www.abantail.com](http://www.abantail.com)  
E-mail: [contacto@abantail.com](mailto:contacto@abantail.com)  
**ACTIVITY:** Comprehensive service for optimising Adaptive Design in companies.

##### ALECOPI

Loramendi, 11  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 405  
Fax: 34 943 799 212  
E-mail: [alecop@alecop.es](mailto:alecop@alecop.es)  
Web: [www.alecop.es](http://www.alecop.es)  
**ACTIVITY:** Prefabricated electrical installations. Educational projects and resources. Educational and training systems.

##### • ALECOPI FORMAÇÃO TÉCNICA E PROFISSIONAL

Rua Orlando Gonçalves nº 5 - 4º esq.  
2610-127 Buraca Amadora  
Portugal  
Phone: 00-351-219862448  
Fax: 00-351-219862307

##### • ALECOPI ENSEIGNEMENT TECHNIQUE

38 Chemin Du Calice Bp 21.  
01121 Montluel Cedex Lyon  
France  
Phone: 00-33472257122  
Fax: 00-3347225736.

##### • ALECOPI SUCURSAL COLOMBIA

Carrera 18, Nv8-40 Of. 701 Bogotá  
Colombia  
Phone: 00-571-5300714  
Fax: 00-571-6218312  
[www.alecop-colombia.com](http://www.alecop-colombia.com)

• **ALE COP DIDÁCTICA S.A. DE C.V.**

Av. Ejército Nacional, 678  
Col. Polanco Reforma Del Miguel Hidalgo  
11550 México DF  
Phone: 5255141160  
Fax: 5255142567

• **INSTITUT DES METIERS  
AUTOMOBILE KENITRA, S.A.**

21, Avenue Bin Elouidabe  
Apt. N° 6 Agdal  
Chez K2 Consulting Rabat  
Morocco

• **I HARDUN MULTIMEDIA**

Loramendi, 11  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 791 807  
Fax: 34 943 711 755  
Web: www.ihardun.com  
E-mail: sarrera@ihardun.com  
**ACTIVITY:** Development of digital content, training, guidance and consultancy in ICTs.

• **M.L.S MANAGED LEARNING  
SOLUTIONS**

Goiru kalea, 1  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 405  
Fax: 34 943 799 212

**ALKARGO**

Aritz bidea, 83  
B° Atela, Aptdo. 102  
48100 Mungia (Bizkaia)  
Phone: 34 946 740 004  
Fax: 34 946 741 700  
E-mail: alkargo@alkargo.com  
**ACTIVITY:** Retail transformers.  
Medium-power transformers.  
Autotransformers. Dry encapsulated transformers.

**AURRENAK**

Vitorialanda, 15  
Ali - Gobeo  
01010 Vitoria (Álava)  
Phone: 34 945 244 850  
Fax: 34 945 246 912  
E-mail: ak@aurrenak.com  
**ACTIVITY:** Tooling for different iron and aluminium casting technologies in the automotive market.

• **AURRENAK SERVICE SA de CV**

Avda. Siderúrgica 2023  
Parque Industrial Saltillo-Ramos  
Ramos Arizpe-Coah  
25900 México  
Phone: 52 844 48 81 361  
Fax: 52 844 48 81 362  
E-mail: akmexico@aurrenak.com  
**ACTIVITY:** Tooling for different iron and aluminium casting technologies in the automotive market.

**BATZ**

Torrea auzoa, 32  
48140 Igorre (Bizkaia)  
Phone: 34 946 305 000  
Fax: 34 946 305 020  
E-mail: batzscoop@batz.es  
**ACTIVITY:** Die manufacturing. Jacking systems including tool kit, brake systems, assembled brake modules and mechanisms for structural parts.

• **BATZ AUTOMOTIVE SYSTEMS  
KUNSHAN CORP. LTD.**

West of Huangpujiang Road  
Yanhu Industrial Zone,  
215341 Kunshan (Jiangsu Province)  
Republic of China  
Phone: +86 0512 551 552 30  
Fax: +86 0512 551 552 31  
**ACTIVITY:** Automotive systems and modules.

• **BATZ CZECH, s.r.o.**

Ostravská 1671  
739 11 Frydlant nad Ostravicí  
Czech Republic  
Phone: +420 558 603 011  
Fax: +420 558 640 168  
**ACTIVITY:** Automotive systems and modules.

• **BATZ MEXICANA S.A. de C.V.**

Circuito de Exportación, 142  
Parque Industrial Tres Naciones  
Segunda Etapa  
78395 San Luis Potosí  
México  
Phone: +52 444 499 9300  
Fax: +52 444 799 72 41  
**ACTIVITY:** Automotive systems and modules.

• **FPK DO BRASIL COMPONENTES  
AUTOMOTIVOS LTDA.**

Av. Leste, 3.200  
Campo Largo da Roseira  
São José dos Pinhais – PR  
Brazil CEP: 83090-470  
Phone: +55 41 2106-2300  
Fax +55 41 2106-2310  
**ACTIVITY:** Structural and aerodynamic components composite.

• **FPK LIGHTWEIGHT  
TECHNOLOGIES DEUTSCHLAND  
GMBH**

Lehmkuhlenweg, 77  
31224 Peine  
Germany  
Phone: +49 5171 703 0  
Fax: +40 5171 703 299  
**ACTIVITY:** Design and manufacture of composite lightweight structures.

## 4 LIST OF COMPANIES

---

### • FPK, S.COOP.

Polígono Ugaldeguren II, P-10 II  
48170 Zamudio (Bizkaia)  
Phone: 34 944 522 605  
Fax: 34 944 522 156  
E-mail: fpk@fpk.es  
Web: www.fpk.es  
**ACTIVITY:** Design and manufacture of composite structural and aerodynamic for the automotive sector.

### • MB LUSITANA

Rua das Fontainhas  
Casal da Lebre  
2430-180 Marinha Grande  
Phone: 35 124 45 70 350  
Fax: 35 124 45 70 351  
**ACTIVITY:** Manufacture and development of dies for the automotive sector.

### • MB SISTEMAS

Polígono Industrial Igeltzera  
Igeltzera, 8  
48610 Urduliz (Bizkaia)  
Phone: 34 944 030 626  
Fax: 34 944 030 627  
E-mail: comercial@mbsistemas.es  
**ACTIVITY:** Systems assembly and welding of sheet metal.

### • MB TOOLING S.A.

Parque empresarial Boroa, 2A - 2  
48340 Amorebieta (Bizkaia)  
Phone: 34 94 630 99 00  
Fax: 34 94 673 47 18  
**ACTIVITY:** Manufacture and development of dies for the automotive sector.

### • MB TOOLING RIOJA, S.L.

Polígono Industrial el Sequero  
Avda. del Ebro, Parcela 170  
26151 Arrubal (La Rioja)  
48340 Amorebieta (Bizkaia)  
Phone: 34 941 486 448  
Fax: 34 941 486 453  
**ACTIVITY:** Finishing and tryout of tools and introduction of modifications.

### BIURRARENA

Pol. Bidebitarte  
Donostia Ibilbidea, 28. Apdo. 887  
20014 Astigarraga (Gipuzkoa)  
Phone: 34 943 554 350  
Fax: 34 943 555 360  
E-mail: jlecheve@biurrarena.com  
**ACTIVITY:** Machinery: Marketing and After-Sales Service for public works equipment. Environment: Design and building of sorting and recovery plants (light packaging, C&D waste, domestic appliances and other technologies) and underground containers.

### CERAMAT

Asteasu Industrialdea A Gunea, 1 Pab.  
20159 Asteasu (Gipuzkoa)  
Phone: 34 943 694 305  
E-mail: home@ceramat.es  
Web: www.ceramat.es  
**ACTIVITY:** Diffusion-type gas burners.

### CIKAUTXO

Bº Magdalena, 2 B  
48710 Berriatua (Bizkaia)  
Phone: 34 946 133 000  
Fax: 34 946 133 001  
E-mail: cikautxo@cikautxo.es  
**ACTIVITY:** Rubber parts for mouldings for fluid conduction, shock-absorbance, sealing and protection.

### • CIKAUTXO BORJA

Polígono Barbalanca  
50540 Borja (Zaragoza)  
Phone: 34 976 869 486  
Fax: 34 976 866 005  
**ACTIVITY:** Conduction and fluid hosing.

### • CIKAUTXO CZ.

Letni, 3867  
PSC 46801 Jablone Nad Nisou 8  
Czech Republic  
Phone: 420 483 302 241  
Fax: 420 483 302 239  
E-mail: cikautxo@cikautxo.cz  
**ACTIVITY:** Rubber parts for mouldings for fluid conduction, shock-absorbance, sealing and protection.

### • CIKAUTXO SK

Slovakia  
Budovatelská, 6  
940 64 Nové Zámky  
Slovakia  
Phone: 421 35 6447 077  
Fax: 421 35 6447 033  
E-mail: Cikautxo@cikautxo.sk  
**ACTIVITY:** Rubber components. Shock-absorber and sealing components.

### • CIKAUTXO ZARAGOZA

Pol. Ind. San Valero, Nave 101  
Ctra. Castellón km. 232  
50720 (Zaragoza)  
Phone: 34 976 501 026  
Fax: 34 976 501 038  
**ACTIVITY:** Components for shock-absorbance and sealing.

### • PARANOIA IND. BORRACHA-CIKAUTXO

Av. Casa Grande, 1.731  
Piraporinha CEP 09961 - 902  
Diadema-SP Brasil  
Phone: 5511 4061 6533  
Fax: 5511 4066 6350  
30% owned by Cikautxo and 20% owned by MCC Investments.  
**ACTIVITY:** Rubber parts.



• **CIKOUTXO TAURUS FLEXIBLES PVT. LTD.**

662, Old Mumbai Pune Highway,  
Talegaon Dabhade  
410506 PUNE (India)  
Phone: +91 2114 4310441  
Email: info@cikautxotaurus.com  
**ACTIVITY:** Fluid conduction hosing.

• **CIKOUTXO CHINA**

West Side Huang Pu Jiang RD.  
Qian Deng Town  
215341 KunShan Jiangsu (China)  
Phone: +860512 55155147  
Email: nchen@cikautxo.com  
**ACTIVITY:** Rubber and plastic parts for the following functions: Fluid conduction, antivibration and leak-tightness.

• **COINALDE**

C/ Zurrupitieta, 17 – P.I. Jundiz  
01015 Vitoria-Gasteiz (Álava)  
Phone: 34 945 292 319  
Fax: 34 945 290 863  
**ACTIVITY:** Nails. Wire. Metal mesh.

• **COINALDE POLSKA**

UL Japonska, 3  
55220, Jelcz Lasowice  
Phone: 48 71 381 1266  
**ACTIVITY:** Nail manufacturing.

• **COINMA**

Vitoriabidea 4-Z.I.  
Ali - Gobeo  
01010 Vitoria (Álava)  
Phone: 34 945 241 616  
Fax: 34 945 240 637  
E-mail: info@coinma.com  
Web: www.coinma.com  
**ACTIVITY:** Office furniture.

• **CONSONNI**

Bº Trobika, s/n. Apdo. 35  
E-48100 Munguía (Bizkaia)  
Phone: 34 946 156 331  
Fax: 34 946 156 281  
E-mail: consonni@consonni-scoop.es  
Web: www.consonni.mcc.es  
**ACTIVITY:** Electric resistors for household and industrial use.

• **COPRECI**

Avda. de Álava, 3  
E-20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 71 94 99  
Fax: 34 943 79 23 49  
E-mail: home@copreci.es  
**ACTIVITY:** Components for gas, electric and electronic cooking, washing machines, dishwashers and home comfort.

• **ALTSASUKO**

Txunkai Auzoa  
Ibarrea, 2 Industrialdea  
31800 Altsasu (Navarra)  
Phone: 34 948 563 172  
Fax: 34 948 563 496  
E-mail: home@copreci.es  
**ACTIVITY:** Components for industrial cooking appliances.

• **COPRECI DO BRASIL**

Av. Eurico Ambrogi Santos, 1900 A  
Distrito Industrial Piracangagua  
CEP 12010-970 Taubaté SP  
Brasil  
Phone: 55 12 3627 7200  
Fax: 55 12 3627 7201  
E-mail: copreci@copreci.com.br  
**ACTIVITY:** Taps and safety devices for domestic gas applications.

• **COPRECI CHINA**

South Side of Jinhai Road, Middle Section  
Sanzao Hi-Tech Industrial Park  
519040 Zhuhai, P. R. China  
Phone: 86(0) 756 768 1802  
Fax: 86(0) 756 768 1845  
**ACTIVITY:** Components.

• **COPRECI CZ**

Komenského 274  
79368 Dvorce u Bruntálu  
Czech Republic  
Phone: 420 554 773 420  
Fax: 420 554 773 446  
E-mail: copreci@copreci.cz  
Web: www.copreci.com  
**ACTIVITY:** Manufacture of taps and safety devices for domestic gas applications.

• **COPRECI MÉXICO**

C/ Uno, nº 736 Z.I. Guadalajara  
44940 Jalisco  
México  
Phone: 52 33 3 145 19 63  
Fax: 52 33 3 145 10 56  
E-mail: macruz@copreci.com.mx  
Web: www.copreci.com  
**ACTIVITY:** Valves for gas barbeques and taps for cookers. Valves for heaters. Thermostats. Electric pumps.

• **COPRECI SYSTEMS, S.R.L.**

Via G. Galilei, 12  
31010-Mareno di Piave (TV)  
Italy  
Phone: 39 043 849 25 31  
Fax: 39 043 849 25 59  
E-mail: info@copreci.it  
Web: www.copreci.com  
**ACTIVITY:** Gas rails and piping for cookers and hobs.

• **COPRECI TURKEY**

Gosb  
Ihsandede Cd. Nº. 135  
Gebze - Kocaeli - Istanbul  
Turkey  
E-mail: home@copreci.es  
Web: www.copreci.com  
Phone: 902 627 51 42 55  
Fax: 902 627 51 42 56  
E-mail: ofis@copreci.com.tr  
**ACTIVITY:** Gas taps for cookers and hobs.

## 4 LIST OF COMPANIES

---

### **DANOBAT**

Arriaga kalea, 21. Apdo. 28  
E-20870 Elgoibar (Gipuzkoa)  
Phone: 34 943 748 044  
Fax: 34 943 743 138  
E-mail: danobat@danobat.com  
Web: www.danobat.com

**ACTIVITY:** Grinding machines: CNC, cylindrical, exterior and interior, flat surfaces, bridge and special ones for the aeronautics sector. Horizontal and vertical sawing machines with storage systems. Lathes: CNC, lathe centres, vertical.

### **DANOBATGROUP CHINA**

Room 2901, Tower B  
Eagle Run Plaza, 26 Xiao Yun Road  
Chaoyang District  
100016 Beijing - R.P. China  
Phone: 86 010 64673639  
Fax: 86 010 64672119

### **DANOBATGROUP Machine Tools INDIA**

Office No.7 Business Avenue, 2nd.Floor  
Niyoshi Park Road Sanghvi Nagae  
Aundh - Pune 411007  
Phone: 91 206 60 94 531  
Fax: 91 915 88 84 553  
E-mail: danobatgroupindia@danobatgroup.com

### **DANOBAT INDOTECH**

Survey n° 47/2 & 47/3  
Gram Bardari, Post Hatod, Sanwer  
Road, Indore 453 111 (M.P.) India  
Phone: 91 731 42 95 777  
Fax: 91 731 40 73 814  
E-mail: info@danobatindotech.com  
**ACTIVITY:** Manufacturers of forming machine tools, bandsaws.

### **DANOBATGROUP RUSSIA**

Argunovskaya st. 3/1  
129075 Moscow  
Phone/Fax: 7 495 787 74 45  
E-mail: dgcomercial@mondragon.ru

### **DANOBAT RAILWAY SYSTEMS**

Poligono Hiru Erreka, n° 6  
B° Mekolalde  
20570 Bergara  
Phone: 34 943 250 330  
Fax: 34 943 250 340  
E-mail: drs@railway.danobat.com

### **DANOMAR**

3400 CLUJ Napoca - Romania Bdul  
Muncii Nr 14 P.O.Box1404  
Phone: +4(0)-264415485  
Fax: +4(0)-264415487  
**ACTIVITY:** Ancillary industry for machine tools.

### **GOIMEK**

Itziarko Industrialdea, 2. Partzela  
20829 Itziar-Deba (Bizkaia)  
Phone: 34 943 606 315  
Fax: 34 943 254 405  
**ACTIVITY:** High performance machining.

### **NEWALL UK**

Ocean House, Newark Road  
Peterborough  
PE1 5UA, UK  
Phone: 44 (0) 1733 894 050  
Fax: 44 (0) 1733 892 040  
E-mail: sales@newall-uk.com  
Web: www.newall-uk.com  
**ACTIVITY:** Grinding machines for the aerospace industry and retro-fitting.

### **OVERBECK**

Konrad Adenauer Strasse, 27  
D-35745 Herborn, Germany  
Phone: 49 2772 801-0  
Fax: 49 2772 801-153  
E-mail: info@overbeck.de  
Web: www.overbeck.de  
**ACTIVITY:** Cylindrical interior and combined interior/exterior grinding machines.

### **DANONA**

Anardi Área, 2. Apdo. 42  
20730 Azpeitia (Gipuzkoa)  
Phone: 34 943 815 900  
Fax: 34 943 151 481  
E-mail: danona@danona.com  
Web: www.danona.com  
**ACTIVITY:** Veneered and melamine lounge furniture. Veneered and melamine dining-room furniture. Veneered and melamine bedroom furniture. Veneered and melamine children's bedroom furniture. Upholstered sofas.

### **GERODAN**

Urola 6. Edificio Loyola, 91  
20730 Azpeitia (Gipuzkoa)  
Phone: 34 943 157 979  
E-mail: gerodan@danona.com  
**ACTIVITY:** Furniture industry.

### **DIKAR**

Urarte Kalea, 26. Apdo. 193  
Pol. Ind. San Lorenzo  
20570 Bergara (Gipuzkoa)  
Phone: 34 943 765 548  
Fax: 34 943 760 814  
E-mail: comercial@dikar.es  
**ACTIVITY:** Muzzle-loading sporting guns.

### **SHANGHAI WINGROUP LEISURE AND SPORTS EQUIPMENT**

8 Menjin Huangdu  
Jiading District  
Shanghai, China 201 804  
Phone: (86-21) 59 594 769  
(86-21) 59 594 169  
Fax: (86-21) 59 592 187  
E-mail: comercial@wingroupscoop.com.  
**ACTIVITY:** Fitness equipment.

### **WINGROUP**

Urarte, 14  
Apartado 168  
20570 Bergara (Gipuzkoa)  
Phone: 34 943 769 056  
Fax: 34 943 769 178  
E-mail: comercial@wingroupscoop.com  
**ACTIVITY:** Camping and fitness equipment.

### • WINGROUP NORTH AMERICA

5988 Peachtree Corners East  
Norcross, GA 30071 - USA  
Phone: +1 770 810 3108  
Fax: +1 770 510 2551  
**ACTIVITY:** Camping and fitness equipment.

### DOIKI

Pol. Ind. Goitondo, 5  
48269 Mallabia (Bizkaia)  
Phone: 34 943 171 600  
Fax: 34 943 174 273  
E-mail: doiki@sarenet.es  
**ACTIVITY:** Dimensional verification tooling. High precision mechanics. Electronic, pneumatic and mechanical gauges. Machining tools.

### DOMUSA

B° San Esteban, s/n  
20737 Errezil  
Aptdo. 95 - 20730 Azpeitia (Gipuzkoa)  
Phone: 34 943 813 899  
Fax: 34 943 815 666  
Web: www.domusa.es  
**ACTIVITY:** Household and semi-industrial boilers. Water condensing systems using solar energy. Storage tanks for domestic hot water.

### ECENARRO

Amilaga kalea, 15  
20570 Bergara (Gipuzkoa)  
Phone: 34 943 762 543  
Fax: 34 943 765 637  
E-mail: ecenarro@ecenarro.com  
Web: www.ecenarro.com  
**ACTIVITY:** Screws, studs, ball joints and special parts and special parts.

### EDERFIL-BECKER

Legorretako Industrialdea, s/n  
20250 Legorreta (Gipuzkoa)  
Phone: 34 943 807 150  
Fax: 34 943 806 349  
E-mail: ederfil@ederfil.es  
**ACTIVITY:** Electric conductors.

### EDESA

Cervantes, 45  
48970 Basauri (Bizkaia)  
Phone: 34 902 105 010  
Fax: 34 944 490 303  
Web: www.edesa.com  
**ACTIVITY:** White goods domestic appliances.

### EHE, Efficient Home Energy

Pol. Arzabalza, Edif. 3, planta 2, local 64  
Tolosa (Gipuzkoa)  
Phone: 34 943 652 490  
Fax: 34 943 650 183  
E-mail: info@ehe.eu  
**ACTIVITY:** Boiler manufacture.

### EIKA

Etxebarria - Apdo. 20  
E-48277 Markina (Bizkaia)  
Phone: 34 946 167 732  
Fax: 34 946 167 746  
E-mail: eika@eika.es  
Web: www.eika.es  
**ACTIVITY:** Sheathed heating elements. Electric hotplates. Radiant heating elements and touch controls for glass ceramic hobs.

### • EIKA MÉXICO

Av. de las Misiones, 10. Módulo 7  
Parque Industrial Bernardo  
Quintana 3ª Sección  
El Marqués 76246, Querétaro  
México  
Phone: 52 442 2216496  
Fax: 52 442 2216218  
**ACTIVITY:** Manufacture and sale of electric cooking components.

### • EIKA POLSKA

Ul. Grabiszynska 163  
53439 Wrocław  
Poland  
Phone: 487 133 25257  
Fax: 487 133 24568  
E-mail: rekrutacja@eika.pl  
**ACTIVITY:** Electrical resistances.

### • ISOLEIKA

48277-Etxebarria  
(Bizkaia)  
Phone: 34 946 167 732  
Fax: 34 946 167 746  
E-mail: eika@eika.es  
**ACTIVITY:** Insulation panels.

### ELECTRA-VITORIA

C/Zurrupitieta, 30  
Pol. Industrial Jundiz  
01015 Vitoria (Álava)  
Phone: 34 945 290 230  
E-mail: comercial@electra-vitoria.com  
**ACTIVITY:** Vertical transport systems.

### • SISTEMAS DE ELEVACIÓN. EV INTERNACIONAL

Avda. Todos los Santos, 75/60  
Parque Industrial Pacifico, 2ª Secc.  
22709 Tijuana, México  
Phone: 52 664 660 6390  
**ACTIVITY:** Vertical transport systems.

### EMBEGA

Pol. Ind. San Miguel, s/n  
E-31132 Villatuerta (Navarra)  
Phone: 34 948 548 700  
Fax: 34 948 548 701  
E-mail: embega@embega.es  
Web: www.embega.com  
**ACTIVITY:** Metal and decorative components for domestic appliances. Membrane switches. Polymeric printed gaskets.

### EREDU

Ola Auzoa, 4  
20250 Legorreta (Gipuzkoa)  
Phone: 34 943 806 100  
Fax: 34 943 806 374  
E-mail: eredu@eredu.com  
**ACTIVITY:** Metal outdoor furniture for the beach and garden. The latest designs in indoor furniture.

## 4 LIST OF COMPANIES

---

### **ETORKI**

Pol. Ind. Murga, 16  
01479 Murga-Aiala (Álava)  
Phone: 34 945 399 072  
Fax: 34 945 399 223  
E-mail: etorki@coverlink.es  
**ACTIVITY:** Pine boards and planks.

### **FAGOR ARRASATE**

San Andrés Auzoa, 20  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 999  
Fax: 34 943 799 677  
E-mail: fagorarrasate@fagorarrasate.com  
Web: www.fagorarrasate.com  
**ACTIVITY:** Design and construction of  
Presses and Stamping Systems.

### **• FAGOR ARRASATE SERVICE TECHNOLOGY (FAST)**

Avda Navarra, 31  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 999  
Fax: 34 943 712 159  
E-mail: fast@fagorarrasate.com

### **• FMMTK (KUNSHAN) CO., L**

W. Huangpujiang Road, N. Chuangye  
Road, Qiandeng town Kunshan City,  
Jiangsu Province, P.R.CHINA  
Phone: +86 512 55155799  
Fax: +86 512 55155766  
E-mail: info@fagormmtk.com

### **• GILLET GmbH**

Hertzstrasse, 2  
71083 Herrenberg Gultstein  
Germany  
Phone: 49-7032-979620  
Fax: 49-7032-979621  
E-mail: gillet-automation@t-online.de

### **• RDI Met, S. L .**

C° Sangróniz 6, edificio BEAZ.  
48150 Sondika (Bizkaia)  
Spain  
Phone: 34 944 806 088  
Fax: 34 944 806 089  
Web: www.rdimet.com

### **FAGOR AUTOMATION**

San Andrés Auzoa, 19  
P.O. Box 144  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 200 / 34 943 039 800  
Fax: 34 943 791 712  
E-mail: info@fagorautomation.es  
Web: www.fagorautomation.com  
**ACTIVITY:** Numerical control system  
(CNC). Digital readouts. Linear and rotary  
feedback. Digital adjustment systems and  
motors.

### **• BEIJING FAGOR AUTOMATION EQUIPMENT**

C-1 Yandong Building,  
No. 2 Wanhong Xijie,  
Xibajianfang Chaoyang District  
Beijing, Zip Code: 100015  
Phone: 86-10-84505858  
Fax: 86-10-84505860  
E-mail: sale@fagorautomation.com.cn  
**ACTIVITY:** Automation and control.

### **• FAGOR AUTOMATION USURBIL**

San Andrés auzoa, 32B  
P.O. Box 58  
20170 Usurbil (Gipuzkoa)  
Phone: 34 943 719 200 / 34 943 000 690  
Fax: 34 943 360 527  
E-mail: info@fagorautomation.es Web:  
www.fagorautomation.com

### **• FAGOR AUTOMATION ESKORIATZA**

Torrebaso Pasealekua, 4  
San Esteban auzoa, 32B  
P.O. Box 50  
20540 Eskoriatza (Gipuzkoa)  
Phone: 34 943 719 200  
Fax: 34 943 081 270

### **FAGOR EDERLAN**

Paseo Torrebaso, 7  
20540 Eskoriatza (Gipuzkoa)  
Phone: 34 943 719 000  
Fax: 34 943 719 001  
Web: www.fagorederlan.es  
**ACTIVIDAD:** Components, chassis and  
powertrain systems for cars. Main products,  
knuckles, suspension arms, brake discs  
and drums, calipers and brake systems,  
suspension columns and rear axles, engine  
blocks and cylinder heads, cylinder  
head covers, intermediate crankcase, oil  
crankcase, automatic gearboxes, clutch  
housing and mechanism, distribution caps.

### **• FAGOR EDERLAN BORJA**

Pol. Barbalanca, s/n  
50540 Borja (Zaragoza)  
Phone: 34 976 869 620  
Fax: 34 976 869 642  
E-mail: p.ugartemendia@borja.fagorederlan.es  
**ACTIVITY:** Assembly of front corners  
on car suspensions.

### **• FAGOR EDERLAN BRASILEIRA**

Av. Nicolau Cesarino, 2297  
Bairro Ponte Alta  
Cx Postal 15 – CEP 37640-000  
Extrema- MG-Brasil  
Phone: 55-35 3435 8200  
Fax: 55-35 3435 8248

**ACTIVITY:** Casting of automotive  
components. Machining of knuckles.  
Products: Knuckles, Callipers, Brake  
Mountings and Differentials.

### **• FAGOR EDERLAN SLOVENSKO**

Priemysel'ná, 12  
965 63 \_iar nad Hronom  
Slovakia  
Phone: 421/ 45/ 601 5602, 5500  
Fax: 421/ 45/ 601 5750  
**ACTIVITY:** Aluminium injection and  
machining.

- **FAGOR EDERLAN TAFALLA**

Tafalla (Navarra)  
Phone: 34 948 700 250  
Fax: 34 948 702 054  
**ACTIVITY:** Casting of engine blocks and cylinder heads.

- **FIT AUTOMOCIÓN**

Barrio San Juan, s/n. Apdo. 80  
20570 Bergara (Gipuzkoa)  
Phone: 34 943 769 044  
Fax: 34 943 769 156  
Owned 66% by Fagor Ederlan and MCC Inversiones.  
**ACTIVITY:** Casting of cylinder blocas and heads for engines.

- **V. LUZURIAGA - USURBIL**

C/ Txiki-Erdi  
20170 Usurbil (Gipuzkoa)  
Phone: 34 943 370 200  
Fax: 34 943 365 564  
**ACTIVITY:** Casting of brake housings.

### **FAGOR ELECTRODOMÉSTICOS**

B° San Andrés, s/n  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 100  
Fax: 34 943 796 881  
E-mail: info@fagor.com  
Web: www.fagor.com  
**ACTIVITY:** Cookers. Ovens. Chimney hoods. Microwave ovens. Air Conditioning. Fridges and Freezers. Washing machines. Driers and dishwashers. Heaters. Water heaters. Storage heaters. Boilers. Kitchen furniture and kitchenware.

- **EKO3R**

B° San Andrés, 18  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 252 424  
Fax: 34 943 252 425  
E-mail: info@eko3r.com  
Web: www.eko3r.com  
**ACTIVITY:** Comprehensive service for the collection of used household oil.

- **EXTRA ELECTROMENAGER**

Avenue Hassan II  
BP 179 Mohammedia  
Morocco  
Phone: 212 2 3327412  
Fax: 212 2 3327425  
**ACTIVITY:** Manufacture of domestic appliances.

- **FAGOR-BRANDT**

7 Rue Henri Becquerel  
92854 Rueil-Malmaison  
Cedex-France  
Phone: 33 (0) 147 166 800  
**ACTIVITY:** Manufacture of domestic appliances.

- **FAGOR MASTERCOOK**

Zmigrodzka 143 St.  
Wroclaw Poland  
Phone: 00 48 713 244 542  
Fax: 00 48 713 253 363  
E-mail: jugarte@wrozamet.pl  
MCC Inbertsioneseke eta Fagor Electrodomesticosek % 75,96ko partaidetza dute.

- **GEYSER GASTECH**

B° San Juan, s/n - Apdo. 151  
20570 Bergara (Gipuzkoa)  
Phone: 34 943 769 004  
Fax: 34 943 767 136  
Owned 50% by Fagor Electrodomesticos.  
**ACTIVITY:** Gas water heaters.

- **GRUMAL**

Gerraundi, 1 - Apdo. 100  
20730 Azpeitia (Gipuzkoa)  
Phone: 34 943 157 008  
E-mail: export@grumal.com  
**ACTIVITY:** Components for the manufacture of furniture.

- **PROIEK**

Bildosola Auzunea  
Parcela J1  
48142 Artea (Bizkaia)  
Phone: 34 902 541 212  
Web: www.proiek.com  
**ACTIVITY:** Design and manufacture of public furniture and urban equipment.

- **SHANGHAI MINIDOMÉSTICOS COOKWARE**

21D, East Ocean Centre (II)  
no. 618 Yan an Road East  
Shanghai, P.R.C. 20001  
Phone: (86 21) 5385 4339  
**ACTIVITY:** Mini-domestics.

### **FAGOR ELECTRÓNICA**

B° San Andrés, s/n  
E-20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 526  
Fax: 34 943 712 893  
E-mail: fe@fagorelectronica.es  
sc.sales@fagorelectronica.es  
Web: www.fagorelectronica.com  
**ACTIVITY:** Surface and axial mounted discrete SMD semiconductors. Systems for analogue and digital TV reception. Home automation. Adjustment and control circuits for the domestic appliance and automotive sectors. Wireless communications.

- **FAGOR ELECTRÓNICA (CANTABRIA)**

Technological Development Centre  
Av. de los Castros, s/n  
E-39005 Santander (Cantabria)  
Phone: 34 942 291 400  
Fax: 34 942 200 921  
E-mail: dsantander@fagorelectronica.es  
Web: www.fagorelectronica.com  
**ACTIVITY:** Fleet management. Wi-Fi networks.

## 4 LIST OF COMPANIES

---

### • FAGOR ELECTRONICS (THAILAND) LTD.

Wellgrow I.E., Bangna-Trad. Km 36  
82 Moo 5, Bangsamak,  
Bangpakong, Chachoengsao, 24180  
Thailand  
Phone: 66 38 570087-90  
Fax: 66 38 570091  
E-mail: fagthai@loxinfo.co.th  
Web: www.fagorelectronica.com  
**ACTIVITY:** Surface and axial mounted discrete semiconductors.

### FAGOR INDUSTRIAL

Santxolopetegui, 22 - Aptdo. 17  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 718 030  
Fax: 34 943 718 181  
E-mail: info@fagorindustrial.com  
Web: www.fagorindustrial.com  
**ACTIVITY:** Integral equipment for the hotel and restaurant sectors.

### • DANUBE

Parq D'Activités de Sologne, BP 19  
41600 Lamotte-Beuvron  
Phone: 33-2-548 80 576  
Fax: 33-2-549 68 904  
E-mail: info@danube-internacional.com  
60% owned by Fagor Industrial.  
**ACTIVITY:** Industrial ironing and drying machines. makina industrialak.

### • EDESA HOSTELERÍA

Polígono Can Milans  
C/Can Milans, 15  
08110 Montcada i Reixac, (Barcelona)  
Phone: 34 935 651 150  
Fax: 34 935 640 745  
E-mail: barcelona@fagorindustrial.com  
**ACTIVITY:** Products for food preparation.

### • FAGOR ENDÜSTRIYEL DAYANIKLI

Gebze Güzeller Organize San. Sit  
Inon Mah. Balçık Yolu Üzeri  
32 M IV B Pafta 4133 Ada 4-5  
Parsel  
Gebze/Kocaeli,  
Turkey  
Phone: 90 262 751 1031  
**ACTIVITY:** Commercial equipment.

### • FAGOFRI

Ctra. Córdoba-Málaga km. 8  
14900 Lucena (Córdoba)  
Phone: 34 956 516 179  
Fax: 34 957 515 621  
51% owned by Fagor Industrial.  
**ACTIVITY:** Refrigeration equipment.

### • FAGOR GASTRO POLSKA

UL. Gdanska  
Palmiri, 05-152 Czosnow  
Poland  
Phone: 00 48 223 120 000  
**ACTIVITY:** Refrigeration equipment and static preparation.

### • FAGOR INDUSTRIAL MÉXICO

Parque Industrial  
Tres Naciones, 2. etapa  
San Luis de Potosí, SLP, México, CP-78395  
Phone: 52 444 137 0500  
Fax: 52 444 137 0509  
**ACTIVITY:** Ekipamendu integrala ostalaritzasektorean.

### • TALLERES ROCA

Polígono Industrial La Quintana  
08514 San Juliá de Vilatorrada (Barcelona)  
Phone: 34 938 122 770  
E-mail: info@primer.es  
**ACTIVITY:** Manufacture and sale of machinery and accessories for the catering industry.

### GOITI

Arriaga Kalea, 1 - Apdo. 80  
E-20870 Elgoibar (Gipuzkoa)  
Phone: 34 943 748 023  
Fax: 34 943 748 144  
E-mail: danobat@goiti.com  
Web: www.goiti.com  
**ACTIVITY:** CNC. Sheet metal punching machines. CNC punching machines fitted with shears. Laser cutting machine. Automatic bending machine and flexible bending and punching systems. Punching tools. Combined punching machine.

### HERTELL

Polígono Industrial, 2  
20267 Ikaztegieta (Gipuzkoa)  
Phone: 34 943 653 240  
Fax: 34 943 653 332  
E-mail: info@hertell.net  
Web: www.hertell.net  
**ACTIVITY:** Manufacture of vacuum pumps, valves and accessories for vacuum tankers.

### KIDE

Pol. Gardotza, s/n  
48710 Berriatua (Bizkaia)  
Phone: 34 946 036 208  
Fax: 34 946 036 221  
E-mail: kide@kide.com  
Web: www.kide.com  
**ACTIVITY:** Insulation panels and doors for cold rooms, cold stores and small refrigerated areas.

### • KUNSHAN KEDI REFRIGERATION EQUIPMENT

Qiandeng town, Liyi Rd 88  
214353 Kunshan  
Jiangsu Province, China  
**ACTIVITY:** Cold stores.

• **KIDE INDIA PVT . LTD .**

Gat No. 202  
Village: Mahalunge, Ingle  
Chakan - Talegaon Road  
Chakan, Pune 410501  
Maharashtra, India  
**ACTIVITY:** Cold stores.

**LANA**

C/ Santxolopetegui  
Auzoa, 24  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 780 111  
Fax: 34 943 783 222  
E-mail: info@lana-scoop.es  
Web: www.lana-scoop.es  
**ACTIVITY:** Secondary timber processing  
for the building sector. Three-ply boards  
for formwork.

• **ELUR**

Avda. Gasteiz, 22-bis  
01008 Vitoria (Álava)  
Phone: 34 945 155 540  
Web: www.elurestructuras.com  
**ACTIVITY:** Integral solutions for timber  
structures.

• **CZECH LANA**

Chrudimská 584  
58263 Zdirecnad Doubravou  
Phone: 00420 569 430 060  
**ACTIVITY:** Three-ply board and H2O  
beam for formwork.

**LATZ**

Avda. de los Gudarís, s/n  
Apdo. 56  
20140 Andoain (Gipuzkoa)  
Phone: 34 943 592 512  
Fax: 34 943 591 391  
E-mail: latz@latzcoop.com  
**ACTIVITY:** Standard HSS, HSSCo and  
solid carbide drills. Special HSS, HSSCo  
and solid carbide tools.

**LKS**

Polo Innovación Garaia - Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 902 540 990  
Fax: 34 943 771 012  
E-mail: lksmondr@lks.es  
**ACTIVITY:** Management consulting,  
technology guidance

• **AURKI, S.L. (LKS TSI)**

Edificio Oficinas Industrialdea  
20240 Ordizia (Gipuzkoa)  
Phone: 34 943 160 314  
Fax: 34 943 162 127  
E-mail: seleccion@lks.es  
Web: www.lks.es  
LKS 80% participation.  
**ACTIVITY:** Recruitment and training.

• **I3S, S.A.**

Alameda Urquijo, 18-1º Dcha.  
48008 Bilbao (Bizkaia)  
Conde Peñalver, 17 - 28006 Madrid  
Phone: 34 944 180 261 / 34 914 321 833  
Fax: 34 944 434 327  
E-mail: info@i3s.es  
Web: www.lks.es + www.i3s.es  
LKS and MONDRAGON Inversiones 51%  
participation.  
**ACTIVITY:** Implementation of SAP  
products.

• **IBAI SISTEMAS, S.A.**

Pedro Asúa, 75-77  
01008 Vitoria-Gasteiz (Álava)  
Phone: 34 945 287 800  
Fax: 34 945 287 833  
E-mail: ibai@ibai.com  
Web: www.ibai.com  
LKS 52% participation.  
**ACTIVITY:** IT services, programming  
software maintenance, document and  
library management.

• **INDABA CONSULTORES, S.L.**

Parque Zuatzu - Edificio Urumea.  
Planta 1ª  
Zubiberri Bidea, 31  
20018 Donostia - San Sebastián  
(Gipuzkoa)  
Phone: 34 943 261 121  
Fax: 34 943 016 001  
E-mail: indaba@indaba.es  
Web: www.indaba.es  
LKS 100% participation.  
**ACTIVITY:** Java EE developments based  
on "Open Source" solutions.

• **LKS CA-CARIBE**

Sabana Sur, 100 metros Sur y 100 metros  
Este de Librería Universal. Casa nº 1402  
San José (Costa Rica)  
Phone: (506) 291 15 02 - ext. 15 / 291 32 16  
Fax: (506) 290 75 39  
E-mail: lkscaribeinfo@lkscaribe.com  
Web: www.lkscaribe.com  
Participation 25% LKS.  
**ACTIVITY:** Consulting. Business  
representation.

• **LKS CORP, S.A. (CHILE)**

Av. Nueva Tajamar 555, oficina 1402 -  
Piso 14  
World Trade Center  
Las Condes, Santiago de Chile  
E-mail: info@lks.cl  
Phone: (00) (56-2) 334 66 88  
Web: www.lks.cl  
Participation 25% LKS.  
**ACTIVITY:** Consulting. Business  
representation.

• **LKS IAMM, S.L.**

Ribera de Axpe, 11. Oficina L205  
48950 Erandio (Bizkaia)  
Phone: 34 946 051 100  
Fax: 34 946 051 101  
E-mail: investigaciondemercados@lks.es  
Web: www.lks.es  
Participation 43% LKS.  
**ACTIVITY:** Advanced market research  
and marketing.

## 4 LIST OF COMPANIES

---

### • LKS OUTSOURCING, S. COOP.

Pedro Asúa, 75-77  
01008 Vitoria-Gasteiz (Álava)  
Phone: 34 945 218 038  
Fax: 34 945 200 157  
www.lksoutsourcing.es  
**ACTIVITY:** Outsourcing IT services.

### • LKS WENDLAND ABOGADOS, S.L.

Paseo de Francia, 4 – 2º Izda.  
20012 Donostia – San Sebastián  
(Gipuzkoa)  
Phone: 34 943 428 920 – 943 429 984  
Fax: 34 943 420 199  
E-mail: sansebastian@lks-wendland.com  
Web: www.lks-wendland.com  
50% owned by LKS.  
**ACTIVITY:** Legal services. Spanish-German legal practice.

### • PROSPEKTIKER, S.A.

Parque Zuatzu – Edificio Urumea,  
Planta 1ª – Local 1  
Zubiberri Bidea, 31  
20018 Donostia – San Sebastián  
(Gipuzkoa)  
Phone: 34 943 835 704  
Fax: 34 943 132 520  
E-mail: prospe01@prospektiker.es  
Web: www.prospektiker.es  
52% owned by LKS.  
**ACTIVITY:** Advice for organisations, prospective strategic plans, and information and knowledge management.

### • SEI, S.A.

Technopole Izarbel – Inmueble  
Cré@ticité – Bâtiment A  
64210 Bidart (France)  
Phone: 00 33 559 580 000  
Fax: 00 33 559 580 199  
E-mail: info@seimcc.com  
Web: www.seimcc.com  
77.9% owned by LKS.  
**ACTIVITY:** IT and software development. Specialising in software for companies in textile retailing.

### LKS INGENIERÍA

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 902 030 488  
Fax: 34 943 793 878  
E-mail: arrasate-mondragon@lksingenieria.es  
Web: www.lks.es  
**ACTIVITY:** Technical services in architecture, engineering, consulting, real estate, design and innovation.

### • FILLPACK ENGINEERING SERVICES, S.L.

Pº de la Castellana, 184-9º  
28046 Madrid  
Phone: 34 913 431 521  
Fax: 34 917 022 475  
E-mail: s@lksstudio.es  
LKS Ingeniería has a 60% holding.  
**ACTIVITY:** Engineering and consultancy for the processing industry, filling and packing of all types of food products and liquids.

### • GESDAS VIVIENDAS, S.L.

Dato, 14-16, 2ª planta  
01005 Vitoria-Gasteiz (Álava)  
Phone: 34 902 104 312  
Fax: 34 945 133 714  
E-mail: gesdas@gesdas.com  
LKS Ingeniería has a 40% holding.  
**ACTIVITY:** Property development management.

### • GSR

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 164  
Fax: 34 943 712 165  
E-mail: gsr@gsr.coop  
LKS Ingeniería has a 75% holding.  
**ACTIVITY:** Residential service management.

### • LKS BUILDINGENIA, S.L.

Parque Tecnológico de Álava  
Edificio E7, Albert Einstein, 46-2º  
01510 Miñano, (Álava)  
Phone: 34 902 030 488  
Fax: 34 945 296 921  
E-mail: vitoria-gasteiz@lksbuildingenia.es  
LKS Ingeniería has a 70% holding.  
**ACTIVITY:** Turnkey projects.

### • LKS CONSTRUCTION AND ENGINEERING COMPANY

Building nº 5, nº 484-2 Huangpujiang  
Road Qiandeng Town – Kunshan  
Jiangsu Province  
China  
Phone: 8621 634 10 728  
Fax: 8621 634 10 725  
E-mail: china@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.

### • LKS INDIA PRIVATE LIMITED

F-89, 1st and 2nd floor, Okhla  
Industrial Area Phase I,  
New Delhi, 110020  
Delhi, India  
Phone/Fax: 9120 412 05254  
E-mail: pune@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.

### • LKS INGENIERIA, SUCURSAL COLOMBIA

CR-18 78-40 OF 401  
Bogotá D.C. - Colombia  
Phone: 57 (1) 530 07 14  
Fax: 57 (1) 621 83 12  
E-mail: colombia@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.



- **LKS STUDIO**

Pº Castellana, 184 - Planta 9ª  
28046 Madrid  
Phone: 34 602 030 488  
Fax: 34 917 022 475  
E-mail: s@lksstudio.es  
Web: www.lks.es  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering and Project management.

- **LKS TASACIONES**

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 902 312 100  
Fax: 34 902 312 101  
E-mail: tasaciones@lkstasaciones.es  
Web: www.lks.es  
90% owned by LKS Ingeniería.  
**ACTIVITY:** Real estate market surveys and Support for real estate consulting.

- **MCCTELECOM**

Polígono Basabe FO-2ª planta.  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 712 451  
Fax: 34 943 712 351  
E-mail: mcctelecom@mcctelecom.es  
Web: www.mcctelecom.es  
**ACTIVITY:** Telecommunications services.

- **RESIDENCIAL MONTESCLAROS, S.L.**

C/La Nava, 6 Ctra. Soria  
26005 Albelda de Iregua (La Rioja)  
Phone: 34 941 444 430  
E-mail: recepcion@residencialmontesclaros.es  
LKS Ingeniería has a 75% holding.  
**ACTIVITY:** Property asset company.

- **RS DEBAGOIENA EGOITZA, S.L.**

C/Lausitta kalea, 30  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 712 164  
Fax: 34 943 712 165  
E-mail: arrasate-mondragon@lksingenieria.es  
51% owned by LKS Ingeniería, S.Coop.  
**ACTIVITY:** Real estate equity company.

- **LORAMENDI**

Alibarra, 26  
01010 Vitoria (Álava)  
Phone: 34 945 184 300  
Fax: 34 945 184 304  
E-mail: info@loramendi.com  
Web: www.loramendi.com  
**ACTIVITY:** Machinery for casting and assembly.

- **MAIER**

Pol. Ind. Arabieta, s/n. Apdo. 103  
48320 Ajangiz (Bizkaia)  
Phone: 34 946 259 200  
Fax: 34 946 259 219  
E-mail: gernika@maier.es  
**ACTIVITY:** Plastic injection. Moulding. Finishes: plating, screen-printing, heat engraving, tampoprint, painting, laser, etc.

- **MAIER CZ**

Prumyslova 4259/14  
796 01 Postejov  
Czech Republic.  
Phone: +420 582 406 215  
Fax: +420 582 332 876  
**ACTIVITY:** Automotive components.

- **MAIER FERROPLAST**

Polígono "A Granxa" Parcela 2, Rua 1  
36400 Porriño (Pontevedra)  
Phone: 34 986 342 020  
Fax: 34 986 342 999  
**ACTIVITY:** Thermoplastic injection moulding.

- **MAIER NAVARRA**

Polígono Ind. Elordi, s/n  
31979 Iraizotz-Ultzama (Navarra)  
Phone: 34 948 309 210  
Fax: 34 948 309 333  
**ACTIVITY:** Plastic injection moulding.

- **MAIER UK**

Chaserwater Heaths Industrial Area  
Attwood Road  
Burntwood  
West Midlands WS7 8GJ  
UK  
Phone: 00 44 1543 277460  
Fax: 00 44 1543 278752  
E-mail: maieruk@muk.maier.es  
**ACTIVITY:** Plastic injection moulding and finishing.

- **MAPSA**

Ctra. Echaury, 11  
31160 Orcoyen (Navarra)  
31080 Pamplona  
Phone: 34 948 325 011  
Fax: 34 948 325 323  
E-mail: gerencia@mapsa.net  
**ACTIVITY:** Manufacture of aluminium wheel rims. Manufacture of water pump housings. Low pressure and gravity Cast aluminium parts.

- **MATRICI**

Polígono Ugaldeguren II  
Parcela 14-V  
48170 Zamudio (Bizkaia)  
Phone: 34 946 002 020  
Fax: 34 944 522 225  
E-mail: info@matrici.com  
**ACTIVITY:** Engineering, design and manufacture of tooling for automotive bodywork.

- **MB LUSITANA**

Rua das Fontainhas  
Casal da Lebre  
2430-180 Marinha Grande  
Phone: 35 124 4570350  
Fax: 35 124 4570351  
**ACTIVITY:** Production and adjustment of dies for the automotive sector.

## 4 LIST OF COMPANIES

---

### • MB SISTEMAS

Polígono Industrial Igeltzera  
Igeltzera, 8  
48610 Urduliz (Bizkaia)  
Phone: 34 944 030 626  
Fax: 34 944 030 627  
E-mail: comercial@mbsistemas.es  
**ACTIVITY:** Sheet metal assembly and welding systems.

### • MB TOOLING S.A.

Parque empresarial Boroa  
Parcela 2A - 2  
48340 Amorebieta (Bizkaia)  
Phone: 34 946 309 900  
Fax: 34 946 734 718  
**ACTIVITY:** Fine-tuning dies for the automotive sector.

### MATZ-ERREKA

Bº de Ibarreta, s/n  
E-20577 Antzuola (Gipuzkoa)  
Phone: 34 943 786 009  
Fax: 34 943 766 375  
E-mail: matzerreka@matzerreka.mcc.es  
Web: www.matz-erreka.com  
**ACTIVITY:** Plastic transformation by injection. Attachment fixtures. Erreka automation equipment. Erreka automatic pedestrian doors (manufacture and maintenance).

### • MATZ-ERREKA MÉXICO

Misión de Bucareli, 8  
Parque Industrial Bernardo Quintana,  
El Marqués - 76249 (Querétaro)  
México  
Phone: 52 442 221 6078  
Fax: 52 442 221 6080  
E-mail: u.sabatie@erreka-mex.com  
**ACTIVITY:** Plastic transformation by injection.

### MCCGRAPHICS

Alibarra, 64  
01010 Vitoria-Gasteiz (Álava)  
Phone: 34 902 306 316  
Fax: 34 945 245 612  
E-mail: mccgraphics@mccgraphics.com  
Web: www.mccgraphics.com  
**ACTIVITY:** Graphics products and services.

### MONDRAGON ASSEMBLY

Polígono Industrial Baintex, Pab. 5-A  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 712 080  
Fax: 34 943 712 210  
E-mail: info@mondragon-assembly.com  
**ACTIVITY:** Automatic assembly systems. Robotics.

### • MONDRAGON ASSEMBLY GERMANY

Bodmanstr. 7  
D-78315 Radolfzell-stahringen  
Phone: 49 7738 93766 28  
Fax: 49 7738 93766 99  
E-mail: info@mondragon-assembly.de  
**ACTIVITY:** Automatic assembly systems. Robotics.

### • MONDRAGON ASSEMBLY CATALONIA

Ronda Indústria, 22-24  
08210 Barberà del Vallès (Barcelona)  
Phone: 34 937 192 143  
Fax: 34 937 187 018  
E-mail: p.szepanski@mondragon-assembly.de  
60% owned by Mondragón Assembly.  
**ACTIVITY:** Automatic assembly systems. Robotics.

### • MONDRAGON ASSEMBLY FRANCE

Site d'Orange  
Parc d'Activités Les Pradines  
1376, R. N. 7 Nord  
84100 Orange  
Phone: 33 490 111 660  
Fax: 33 490 511 887  
E-mail: orange@mondragon-assembly.com  
**ACTIVITY:** Automatic assembly systems. Robotics.

### • MONDRAGON ASSEMBLY MEXICO

El Marqués Norte 2, Nave B  
C.P. 76240 Mpio. El Marqués,  
Querétaro, México  
Phone: 52 442 192 4200  
Fax: 52 442 192 4209  
**ACTIVITY:** Automatic assembly systems.

### MONDRAGON LINGUA

Avda. de Álava, 4  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 055  
Fax: 34 943 712 181  
E-mail: mlarrasate@mondragonlingua.com  
Web: www.mondragonlingua.com  
**ACTIVITY:** Language Projects, Language Training, Translation & Interpretation Services.

### • COMUNICACIÓN MULTILINGUE

Cl. Antonio López, 247-249, 3º K  
Edificio Vértice  
28041 Madrid  
Phone: 34 914 354 938  
Fax: 34 914 319 025  
Property of Mondragón Lingua.  
E-mail: cm@cmultilingue.com  
**ACTIVITY:** Translation and interpreting services.

- **CONEXIA**

Avda. de Álava, 4  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 124  
Fax: 34 943 796 096  
44% owned by Mondragon Lingua.  
E-mail: info@conexia.es  
**ACTIVITY:** Design and retail of quality content for language training over the internet.

## MONDRAGÓN SISTEMAS DE INFORMACIÓN

Ama kandida, 21 (Denak)  
20140 Andoain (Gipuzkoa)  
Phone: 34 943 594 400  
Fax: 34 943 590 536  
**ACTIVITY:** Process automation engineering.

- **ENYCA INGENIERÍA Y COMUNICACIONES**

Avda. Parayas, 6  
Bloque E bajo  
39600 Maliaño (Cantabria)  
Phone: 34 942 269 001  
Fax: 34 942 260 506  
**ACTIVITY:** Telecommunication engineering.

- **ENYCA SEGURIDAD**

Avda. Parayas, 5  
Bloque E bajo  
39600 Maliaño (Cantabria)  
Phone: 34 942 269 001  
Fax: 34 942 260 506  
**ACTIVITY:** Safety and security engineering focusing on control and monitoring systems.

- **TEKNILAGUN**

Ama Kandida, 21 (Denak)  
20140 Andoain (Gipuzkoa)  
Phone: 34 943 594 400  
Fax: 34 943 590 536  
**ACTIVITY:** Ancillary technical engineering services.

- **OIARSO**

Bº Zikuñaga, 57-F  
Polígono Ibarluze  
20128 Hernani (Gipuzkoa)  
Phone: 34 943 335 020  
Fax: 34 943 335 210  
E-mail: oiarso@oiarso.com  
**ACTIVITY:** For the health sector: Infusion equipment. Transfusion equipment. Catheters. Epicraneals. Enteral nutrition Parenteral nutrition. Accessories and connectology. Probes. Anaesthesia equipment. Anti-AIDS kit.

- **OIARSO CHINA**

Westtern of Huan Pu Jiang  
Road Quian Deng Town  
215341 Kunshan City, Jiang Su Province, China  
**ACTIVITY:** Healthcare components and equipment.

- **ONAPRES**

Pol. Industrial Ugaldeguren II  
P-9-IV  
48170 Zamudio (Bizkaia)  
Phone: 34 944 523 808  
Fax: 34 944 523 980  
E-mail: onapres@onapres.es  
**ACTIVITY:** Hydraulic presses.

- **ONDOAN**

Parque Tecnológico Edif. 101 módulo C  
48170 Zamudio (Bizkaia)  
Phone: 34 944 522 313  
Fax: 34 944 521 047  
E-mail: info@ondoan.com  
Web: www.ondoan.com  
**ACTIVITY:** Installations and maintenance engineering. Environmental consultancy and engineering. Expert advice and consultancy in the prevention of occupational hazards.

- **KELAN**

La Vega, Pabellón 7  
48300 Gernika (Bizkaia)  
Phone: 34 946 255 450  
Fax: 34 946 255 400  
E-mail: kelansl@kelansl.com  
73% owned by Ondoan S. Coop.  
**ACTIVITY:** Installations and maintenance: fire protection, industrial refrigeration, pumping facilities, treatment plants, other installations and the provision of personnel.

- **ONDOAN AUDITORÍA Y CONTROL**

Parque Tecnológico Edif. 101 módulo C  
Ibaizabal bidea  
48170 Zamudio (Bizkaia)  
Phone: 34 944 522 313  
Fax: 34 944 521 047  
E-mail: info@oayc.es  
Web: www.oayc.es  
**ACTIVITY:** Audits, Training, Inspection and Control in Occupational Health and Safety and Environment.

- **ONDOAN SERVICIOS**

Parque Tecnológico Edif. 101 módulo C  
48170 Zamudio (Bizkaia)  
Phone: 34 944 522 270  
Fax: 34 944 521 047  
E-mail: info@ondoan.com  
**ACTIVITY:** Auditing, training, inspection and control in the prevention of occupational and environmental hazards.

## 4 LIST OF COMPANIES

---

### • ORBEA

Pol. Ind. Goitondo  
48269 Mallabia (Bizkaia)  
Phone: 34 943 171 950  
Fax: 34 943 174 397  
E-mail: orbea@orbea.com  
Web: www.orbea.com  
**ACTIVITY:** Bicycles.

### • LUSORBEA

PG Mamodeiro, Parc. 15-16  
03810 Ntra Sra. De Fatima/Aveiro/  
Portugal  
**ACTIVITY:** Bicycles.

### • ORBEA KUNSHAN

Western of Huan Pu Jiang  
Road Quian Deng Town.  
215341 Kunshan City, Jiang Su Province  
Phone: +86 512 55 155201  
**ACTIVITY:** Bicycles.

### • ORBEA USA

600 North Broadway  
North Little Rock, AR 72114  
Phone: 1 501 2809700  
Fax: 1 501 2809705  
E-mail: info@orbea-usa.com  
Web: www.orbea-usa.com  
**ACTIVITY:** Bicycles.

### • ORKLI

Ctra. Zaldibia, s/n  
E-20240 Ordizia (Gipuzkoa)  
Phone: 34 943 805 030  
Fax: 34 943 805 185  
E-mail: home@orkli.es  
Web: www.orkli.com  
**ACTIVITY:** Safety, adjustment and control components for water heating, heating systems, domestic hot water and fluids.

### • ORKLI KUNSHAN

Western of Huan Pu Jiang  
Road Quian Deng Town.  
215341 Kunshan City, Jiang Su Province  
Phone: +86 512 55 155 201  
Fax: 51 255 15 1999  
**ACTIVITY:** Domestic components.

### • ORKLI NINGBO

Nan 1 Rd. Meixu Industrial Zone  
Yinxian Ningbo 315103  
China  
Phone: 0574 88482181  
Fax: 0574 88482643  
E-mail: st@orkli.es  
Web: www.orkli.com  
**ACTIVITY:** Safety devices for gas appliances.

### • SOTERNA

Pol. Ind. La Fuente, 21  
31250-Oteiza (Navarra)  
Phone: 34 948 536 215  
Fax: 34 948 536 216  
Web: www.soterna.com  
E-mail: soterna@soterna.com  
**ACTIVITY:** All-in-one solar thermal collectors.

### • ORONA

Pol. Epele, s/n  
20120 Hernani (Gipuzkoa)  
Phone: 34 943 447 181  
Fax: 34 943 447 184  
E-mail: orona@orona.es  
**ACTIVITY:** Manufacture and installation of lifts and escalators, and their maintenance, refurbishment and upgrading.

### • ELECTRA VITORIA

Cl. Zurrupitieta, 30  
Pol. Jundiz  
01015 Vitoria – Gasteiz  
Phone: 34 945 290 230  
E-mail: comercial@electra-vitoria.com  
**ACTIVITY:** Lifting systems.

### • ORONA

Pol. Lastaola, s/n  
20120 Hernani (Gipuzkoa)  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
**ACTIVITY:** Lifting systems.

### • ORONA eic

Pol. Lastaola, s/n  
20120 Hernani (Gipuzkoa)  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
**ACTIVITY:** Lifting systems.

### • ORONA SPAIN

#### Alicante

#### SANCHEZMAR

Cl. Filà Muntanyesos, 14 - 16  
03804 - Alcoy  
Phone: 34 966 526 313  
Fax: 34 966 526 324  
E-mail: sanchezmar@orona.es

#### Baleares

#### BALEAR DE ASCENSORES, S.L

Avda. España, nº 104  
07800 Ibiza  
Phone: 34 971 306 202  
E-mail: balear@orona.es

#### Burgos

#### ELEVADORES BURGOS, S.L.

Cl. Juan Ramón Jiménez, s/n  
Pentasa 3 Nave 256  
09007 Burgos  
Phone: 34 947 484 448  
Fax.: 34 947 484 790  
E-mail: elevadoresburgos@orona.es

#### Catalunya

#### ASCENSORES GA-LO, S.L.U.

Cl. Botánica, 133  
Pg. Ind. Gran Vía Sur  
08908-Hospitalet de Llobregat  
Phone: 34 932 648 505/06 - 34 902 232  
Fax: 34 932 648 523/24  
E-mail: galo@orona.es

**ASCENSORS GIRONA, S.A.U.**

Pg. Ind. de Girona  
 Av. Mas Pins, 61  
 17457 Riudellots de la Selva (Girona)  
 Phone: 34 972 478 062  
 Fax: 34 972 477 474  
 E-mail: asgi@orona.es

**Gipuzkoa****ULAHÍ, S.A.U.**

Zarautz, 72 - Bajo  
 20018 Donostia-San Sebastián  
 Phone: 34 943 211 213  
 Fax: 34 943 218 380  
 E-mail: ulahi@orona.es

**León****ASCENSORES BURGASDIHER**

Av. Padre Isla, 90 - Bajo  
 24008 León  
 Phone: 34 902 300 130  
 Fax: 34 987 247 724  
 E-mail: burgasdiher@orona.es

**Madrid****BAYFER, S.L.U.**

Cl. Santa Leonor, 61 – 4ª planta – Local  
 228037 – Madrid  
 Phone: 34 913 048 636  
 Fax: 34 913 758 063  
 E-mail: bayfer@orona.es

**Murcia****PECRES, S.L.U.**

Cl. Central, 12  
 30100 – Espinardo (Murcia)  
 Phone: 34 968 858 198  
 Fax: 34 968 858 204  
 E-mail: precres@orona.es

**Tenerife****COSECAN, S.L.U.**

Cl. Laura Gröte de la Puerta, 1  
 38110 El Mayorazgo  
 Santa Cruz de Tenerife  
 Phone: 34 922 826 208  
 Fax: 34 922 826 205  
 E-mail: cosecan@orona.es

**ORONA BELGIUM****COOPMAN LIFTEN NV**

Heirweg 123  
 8520 Kuurne  
 Phone: +32 56 35 85 80  
 Fax: +32 56 35 58 65  
 E-mail: liften@coopman.be

**ASCENSEURS COOPMAN SARL**

135, Allée Hélène Boucher  
 59118 Wambrechies  
 Phone: +33 03 20 45 98 74  
 E-mail: ascenseurs@coopman.fr

**ASCELEC**

Cour lemaire 7  
 4651 BAttICe  
 Phone: 0477 26 74 61

**ORONA FRANCE****AMPA, SARL**

P.A. Des Verts Pres  
 8 Bis, Route des Creuses - Bt.10 BP.68  
 74960 Cran Gevrier  
 Phone: +33 450 33 05 16  
 E-mail: ampa@orona.fr

**ASCENSEURS ALTI LIFT**

Z.A. Beausejour  
 35520 la Meziere  
 Phone: +33 (0) 299 1441 14

**ASCENSEURS ALTI LIFT**

7 Rue Jean Rouxel  
 44700 Orvault  
 Phone: +33 (0) 299 1441 14

**ASCENSUD 2000**

Domaine de Pelus Plaza,  
 Batiment2, Hall D  
 16 Avenue Pythagore  
 33700 Merignac  
 Phone: +33 556 91 91 20  
 E-mail: ascensud@orona.fr

**ASTREM**

15, Rue des Frères Montgolfier  
 63170 Aubière  
 Phone: +33 (0) 473 151270  
 Fax: +33 (0) 473 289244  
 E-mail: astrem@orona.fr

**ATLANTIC ASCENSEURS**

Centre Commercial Arena Route de Bordeaux  
 Impasse de Muguet  
 64121 serres Castet  
 Phone: +33 (0)559 27 00 57  
 E-mail: atlanticascenseurs@orona.fr

**ENTREPRISES RÉGIONALES D'ASCENSEURS (ERA)**

147, Avenue Marcel Merieux  
 69530 Brignais  
 Phone: +33 (0)478 057337  
 Fax: +33 (0)478 057336  
 E-mail: eraascenseurs@orona.fr

**ENTREPRISES RÉGIONALES D'ASCENSEURS (ERA)**

178, Route de Tanvol  
 01440 Viriat  
 Phone: +33 (0) 478 05 73 37  
 E-mail: eraascenseurs@orona.fr

**ENTREPRISES RÉGIONALES D'ASCENSEURS (ERA)**

6, Rue du Canal du Drac  
 38800 Pont De Claix  
 Phone: +33 (0) 478 05 73 37  
 E-mail: eraascenseurs@orona.fr

**ENTREPRISES RÉGIONALES D'ASCENSEURS (ERA)**

3, Allée Thomas Edison  
 26000 Valence  
 Phone: +33 (0) 478 05 73 37  
 E-mail: eraascenseurs@orona.fr

**KES ASCENSEURS**

Za les Colonnes lot N°10,  
 1 Rue Gustave Eiffel  
 95130 le Plessis Bouchard  
 Phone:+33 1 341 66 000

**SAVALP, SARL**

205 Avenue de Saint Simond  
 73100 Aix les Bains  
 Phone: +33 479635256  
 Fax: +33 479635811  
 E-mail: savalp@orona.fr

## 4 LIST OF COMPANIES

---

### **SOCIETE PYRENEENNE D'ASCENSEURS (SOPA)**

Voie l'Occitance, n° 805  
Batiment Hightec  
31670 Labège  
Phone: +33 (0) 562 26 24 25  
Fax: + 33 (0) 561 53 77 12  
E-mail: [sopa.asc@orona.fr](mailto:sopa.asc@orona.fr)

### **STARLIFT**

415 Rue Claude Nicolas  
ledoux Batiment D  
Eiffel Parc  
13854 Aix en Provence  
Phone: +33 442 20 66 09  
E-mail: [starlift@orona.fr](mailto:starlift@orona.fr)

### **ORONA HOLAND**

#### **ALL-IN LIFTECHNIEK B.V**

Curieweg, 17  
2408 Bz Alphen Aan Den Rijn  
Phone: +31 (0) 172 446116  
E-mail: [info@all-in-liften.nl](mailto:info@all-in-liften.nl)

### **ORONA IRELAND**

#### **LIMERICK (HQ)**

MIDWESTERN LIFTS LIMERICK  
Corcanree Business Park,  
Dock Road,  
Limerick  
Phone: +353 61 400 123  
Fax: +353 61 400 121  
E-mail: [info@mwls.ie](mailto:info@mwls.ie)

### **DUBLIN**

MIDWESTERN LIFTS DUBLIN  
37 Millennium Trade Park,  
Millennium Business Park,  
Cappagh Road, Dublin 11  
Phone: +353 1 864 5020  
Fax: +353 1 864 5021  
E-mail: [info@mwls.ie](mailto:info@mwls.ie)

### **BELFAST**

NORTHEM LIFTS & ESCALATORS  
Unit 1 & 2, 3 Enterprise Way  
Mallusk, Belfast  
Northern Ireland BT36 4EW  
Phone: +44 28 9084 1358  
Fax: +44 28 9034 3701  
E-mail: [info@nleltd.co.uk](mailto:info@nleltd.co.uk)

### **ORONA LUXEMBOURG**

#### **ASCENSEURS LUXEMBOURG, S.A.**

64 Rue de Crauthem  
L-3390 Peppange  
Phone: 352 26 51 22 92  
E-mail: [contact@lift.lu](mailto:contact@lift.lu)

### **ORONA MÉXICO**

#### **EV INTERNACIONAL**

Avda. Todos los Santos 7560  
Parque Industrial  
Pacífico, 2ª sección  
22700 Tijuana B.C.  
México  
Phone: 00 52 66 46606390/1  
Fax: 00 52 66 46606551

### **ORONA PORTUGAL**

#### **Lisboa**

Beloura Office Park  
Alameda da Beloura, edif. 4, Piso 2  
2714 561 Sintra  
Phone: 21 915 47 90  
Fax: 21 915 47 99  
E-mail: [lisboa@orona.pt](mailto:lisboa@orona.pt)

#### **Porto**

Rua Industrial das Lages, n° 185  
4410 312 Canelas Vng  
Phone: 22 716 9740  
Fax: 22 716 9749  
E-mail: [porto@orona.pt](mailto:porto@orona.pt)

#### **Algarve**

Parque Industrial e Comercial de Loulé, Lt. 13  
8100 272 Loulé  
Phone: 289 589889  
Fax: 289 589887  
E-mail: [algarve@orona.pt](mailto:algarve@orona.pt)

#### **Elevabrantés, Lda**

Parque Industrial Meramar II  
Pavilhão 7 – Cabra Figa  
2635-047 Rio De Mouro  
Phone: 21 9255800  
Fax: 21 9255818  
E-mail: [elevabrantés@orona.pt](mailto:elevabrantés@orona.pt)

### **ORONA UNITED KINGDOM**

#### **ORONA UK HQ**

9 Europa View – Sheffield Business Park  
Sheffield, South Yorkshire S9 1XH  
United Kingdom  
Phone: +44 (0)8458 725100  
Fax: +01 246 85 4171  
E-mail: [orona@orona.co.uk](mailto:orona@orona.co.uk)

#### **MIDLANDS**

Saturn Facilities  
Spring Road / Ettingshall  
Wolverhampton, West Midlands  
WV4 6Jx  
Phone: 0845 872 51 10  
E-mail: [orona@orona.co.uk](mailto:orona@orona.co.uk)

#### **NORTH WEST**

298 Winwick Road  
Warrington, Cheshire  
WA2 8HZ  
Phone: 0845 872 51 20  
E-mail: [orona@orona.co.uk](mailto:orona@orona.co.uk)

#### **ORONA LONDON SOUTH**

Sunbury International Business Centre  
Brooklands Close  
Windmill Road  
Sunbury-On-thames, Middlesex  
TW16 7Dx  
Phone: 01932 72 40 36  
E-mail: [orona@orona.co.uk](mailto:orona@orona.co.uk)

#### **SCOTLAND**

Suite 6  
Ellismuir House  
Ellismuir Way  
Tannochside Park  
Uddingston, Glasgow  
G71 5PW  
Phone: 01698 80 39 01  
[orona@orona.co.uk](mailto:orona@orona.co.uk)

#### **SOUTHERN REGION**

Peartree Business Centre  
Ferndown Industrial estate  
Cobham Road  
Wimborne, Dorset  
BH21 7Pt  
Phone: 01202 82 45 22  
E-mail: [orona@orona.co.uk](mailto:orona@orona.co.uk)

### OSATU

Edificio Zearrekobuelta  
Subida de Areitio, 5  
48260 Ermua (Bizkaia)  
Phone: 34 943 170 220  
Fax: 34 943 170 227  
E-mail: osatu@osatu.com  
Web: www.osatu.com

**ACTIVITY:** Electro-medical equipment: basic defibrillators, with monitor and recording, with semiautomatic pacemakers and pulsioximeter.

### SORALUCE

B° Osintxu. apartado 90  
E-20570 Bergara (Gipuzkoa)  
Phone: 34 943 769 076  
Fax: 34 943 765 128  
E-mail: soraluce@soraluce.com  
Web: www.soraluce.com

**ACTIVITY:** Moving column milling centres. Fixedbed CNC milling machine. Machining centres. Gantry machining centres and portal milling machines.

### • BIMATEC SORALUCE

Limburg (Germany)  
Phone: (49) 643 197 820  
Fax: (49) 643 171 102  
E-mail: info@bimatec.de  
Web: www.bimatec.de  
**ACTIVITY:** Milling machines.

### • LAKBER MECANIZADOS

Zona Sarrarte, s/n  
31830 lakuntza (Navarra)  
Phone: 34 948 567 250

### • SORALUCE ITALIA

Via Rovigo, 89  
35042 este (PD) (Italia)  
Phone: 0429 60 30 01  
Fax: 0429 61 54 97  
E-mail: soraluce@libero.it

### TAJO

Polígono Ind. Aranguren, 9  
B° Arragua  
E-20180 Oiartzun (Gipuzkoa)  
Phone: 34 943 260 000  
Fax: 34 943 491 363  
E-mail: tajo@tajo.coop

**ACTIVITY:** Plastic injection moulding. Construction of moulds for plastic injection moulding.

### • MANCHALAN

Avda. Castilla La Mancha, 11  
E-19171 Cabanillas del Campo  
(Guadalajara)  
Phone: 34 949 337 525  
Fax: 34 949 337 526  
home@manchalan.com  
Tajo and Alecop each have a 20% holding.

**ACTIVITY:** Assemblies and sub-assemblies for domestic appliance and automotive sectors. Plastic injection moulding.

### • TABIPLAST

Ul. Zmigrodzka, 143  
51 - 130 Wroclaw  
NIP 895 18 25 448  
Phone: 48 604082400  
Fax: 48 713 329 171

**ACTIVITY:** Processing of plastics.

### • TREBOPLAST

Unhartice, 127  
571 01 Moravská Trebová  
Czech Republic  
Phone: 420 606 771 897  
Fax: 420 461 311 494  
E-mail: jrecalde@tajo.coop

**ACTIVITY:** Processing of plastics.

### GRUPO ULMA

B° Garagaltza, 51 – Apartado 22  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 250 300  
Fax: 34 943 780 917  
Web: www.ulma.com  
E-mail: grupoulma@ulma.com

### ULMA AGRÍCOLA

Barrio Garibai, 9 – Apartado 50  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 034 900  
Fax: 34 943 716 466  
E-mail: info@ulmaagricola.com

**ACTIVITY:** Greenhouses.

### • ULMA CONSTRUCCIÓN Y AGRÍCOLA DE MÉXICO, S.A. DE C.V.

Carr. México- Querétaro Km 37,5 N° 5010  
Cond. Industrial Cuamatla - Bodega 45  
54730 - Cuautitlan Izcalli - Estado de México (México)  
Phone/Fax: (55) 1113 2469 / 1113 2038  
info@ulmaagricola.com.mx  
www.ulmaagricola.com.mx

### ULMA SERVICIOS DE MANUTENCIÓN

Ps. Otadui, 8 - Apartado 32  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 718 033  
Fax: 34 943 783 502  
E-mail: atencionalcliente@manutencion.ulma.es  
**ACTIVITY:** Design and development of integrated and customised solutions for all types of handling requirements.

## 4 LIST OF COMPANIES

---

### • **ULMA INOXTRUCK**

Garagaltza auzoa, 51 -P.O. Box 22  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 250 300  
Fax: 34 943 780 917  
E-mail: info@ulmainoxtruck.com

**ACTIVITY:** Conceptualisation, design and manufacture of hygienic, stainless steel handling equipment.

### • **CENTROMAN**

Calle Valportillo Primera, 4  
Polígono Industrial de Alcobendas  
28108 – Madrid  
Phone: 34 916 613 564  
Fax: 34 916 613 631

E-mail: comercial@centroman.net  
**ACTIVITY:** Sale and Rent Forklifts, Service and Training.

### • **ESENERGIA**

Avda. Can Bordoll, 159  
Polígono Industrial Can Roquetas  
08202 - Sabadell  
Barcelona  
Phone: 34 930 014 560

**ACTIVITY:** Business Development battery regeneration.

### • **ULMA CONSTRUCCIÓN**

Ps. Otadui, 3 – Apartado 13  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 034 900  
Fax: 34 943 034 920  
E-mail: info@ulma-c.com

**ACTIVITY:** Services and Solutions for industrialized construction.

### • **ULMA BETONSCHALUNGEN UND GERÜSTE GMBH**

Paul-Ehrlich-Straße 8  
D-63322 Rödermark (Alemania)  
Phone: +49 (0) 6074 9294 0  
Fax: +49 (0) 6074 9294 101

### • **ULMA, S.A.R.L.**

27, Rue Gustave Eiffel  
Z.I. de la Marinière  
91070 Bondoufle (France)  
Phone: +33 1 69 11 54 50  
Fax: +33 1 69 11 54 54

### • **ALPI, S.P.A.**

Zona Industriale Est  
I-39035 Monguelfo (Bz) (Italia)  
Phone: +39 0474 947 400  
Fax: +39 0474 947 499

### • **ULMA CONSTRUCCION POLSKA S.A.**

03-115 Varsovia (Polonia)  
ul. Klasyków 10  
Phone: +48 22 506 70 00  
Fax: +48 22 814 31 31

### • **ULMA PORTUGAL LDA.**

Zona Industrial-Rua A, s/n  
Vale de Figueira  
2695 São Da Talha  
Lisboa (Portugal)  
Phone: +351 219 947 850  
Fax: +351 219 558 022

### • **ULMA CONSTRUCCIÓN CZ, S.R.O.**

Bojnická 20  
294 71 Benátky Nad Jizerou  
(Slovak Republic)  
Phone: +420 326 910 600  
Fax: +420 326 910 601

### • **ULMA CONSTRUCCION SK, S.R.O.**

Rybničná 38/K  
831 06 Bratislava (República Eslovaca)  
Phone: +421 2 4910 2911 - 13, 18  
Fax: +421 2 4910 2922

### • **ULMA COFRAJE S.R.L.**

Sos Chitilei, 200  
012405 - Sector 1  
Bucarest (Rumania)  
Phone: +40 31 425 13 22 / 23  
Fax: +40 31 425 13 24

### • **ULMA FORMWORK UKRAINE LTD.**

3, Derevoobrobna St.  
01013 Kiev (Ucrania)  
Phone: +380 44 255 14 92  
Fax: +380 44 255 14 94

### • **ULMA ANDAMIOS Y ENCOFRADOS S.A.**

ARGENTINA, S.A.  
Bernardo de Irigoyen, 722 - 6A  
CP1072AAP Capital Federal (Argentina)  
Phone: +54 11 4343 16252  
Fax: +54 1 14 3425132

### • **ULMA BRASIL - FÔRMAS E ESCORAMENTOS LTDA.**

Rua João Dias Ribeiro, 210  
Jd. Sagrado Cora..o de Jesus  
CEP: 06693-810 Itapevi - SP (Brasil)  
Phone: +55 11 3883 1300  
Fax: +55 11 3883 1300

### • **ULMA CONSTRUCTION SYSTEMS CANADA INC.**

44 Simpson Road  
Bolton, Ontario L7E 1Y4 (Canadá)  
Phone: +1 905 857 8562  
Fax: +1 905 857 8564

### • **ULMA CHILE - ANDAMIOS Y MOLDAJES, S.A.**

Vizcaya, 325 – Pudahuel  
(Ruta 68, Camino Noviciado)  
Santiago (Chile)  
Phone: +56 2 5990530  
Fax: +56 2 5990535

### • **ULMA FORM WORKS, INC.**

58 Fifth Avenue Hawthorne  
New Jersey 07506  
(EE.UU.)  
Phone: +1 973 636 2040  
Fax: +1 973 636 2045



• **ULMA CIMBRAS Y ANDAMIOS DE MÉXICO S.A. DE C.V.**

Vía Gustavo Baz Prada 2160 Acceso 5  
54060 Col. La Loma  
Tlalnepantla  
Estado de México (México)  
Phone: +52 55 5361 6783  
Fax: +52 55 2628 3549

• **ULMA ENCOFRADOS PERÚ,S.A.**

Av. Argentina, 2882  
Lima (Perú)  
Phone: +51 1 613 6700  
Fax: +51 1 613 6710

• **ULMA FORMWORKS CHINA R.O.**

#1009 Fortunegate Mall  
1701 West Beijing Road  
200040 Shanghai (China)  
Phone: +86 21 62887070  
Fax: +86 21 62885980

• **ULMA FORMWORKS UAE L.L.C.**

Plot No. 597-547  
Dubai Investments Park  
P.O. Box 282286  
Dubai (EAU)  
Phone: +971 04 8849444  
Fax: +971 04 8849445

• **ULMA FORMWORK SYSTEMS INDIA PVT. LTD**

207, 2nd Floor – TimeTower  
Main M.G. Road – Sector – 28  
GURGAON PIN: 122001  
Haryana (India)  
Phone: +91 124 4205521  
Fax: +91 124 4205521

• **ULMA KAZAKHSTAN**

17, Kuishi Dina St.  
Office 501-502  
010010 Astana (Kazajistán)  
Phone: +7 7172 58 05 19 /  
+7 7172 40 07 03-04 (ext. 502)  
Fax: +7 7172 58 05 19

• **ULMA FORMWORK SINGAPORE PTE. LTD.**

2 Senoko Way  
758027 Singapur (Singapur)  
Phone: +65 6758 2338  
Fax: +65 6758 8523

**SPAIN**

**The Canaries Office**

Pol. Ind. Valle de Güimar  
Manzana XIII-Parcelas 21 y 22  
38509 Güimar  
Tenerife (Spain)  
Phone: 34 922 505 020  
Fax: 34 922 501 101

Pol. Ind. Las Majoreras  
Los Llanillos, 33  
35259 Ingenio  
Las Palmas (Spain)  
Phone: 34 928 789 212  
Fax: 34 928 789 538

**Central Region Office**

Ctra. N-401 Madrid-C. Real, km 87  
45110 Ajofrin  
Toledo (Spain)  
Phone: 34 925 011 000  
Fax: 34 925 011 008

**The East Region Office**

Pol. Ind. Sud-Est  
Pintor Velázquez, 7 y 9  
08213 Polinya  
Barcelona (Spain)  
Phone: 34 937 132 727  
Fax: 34 937 133 643

Pol. Ind. Son Noguera  
Cas Rossos, 12-14  
07620 Lluçmajor  
Illes Balears (Spain)  
Phone: 34 971 669 850  
Fax: 34 971 121 512

**The North Region Office**

Pol. Ind. Goïain  
Av. San Blas, 1  
01170 Legutiano  
Álava (Spain)  
Phone: 34 945 001 100  
Fax: 34 945 001 111

**The West Region Office**

Pol. Ind. Goïain  
Av. San Blas, 1  
01170 Legutiano  
Álava (Spain)  
Phone: 34 981 649 802  
Fax: 34 981 649 060

**The South Region Office**

Camino Nuevo, s/n  
18210 Peligros  
Granada (Spain)  
Phone: 34 958 405 028  
Fax: 34 958 405 328

**ULMA CONVEYOR COMPONENTS**

B° Zelaieta, s/n  
48210 Otxandio (Bizkaia)  
Phone: 34 945 450 075  
Fax: 34 945 450 257  
E-mail: info@ulmaconveyor.com  
**ACTIVITY:** Integrated logistics solutions.

**ULMA EMBEDDED SOLUTIONS**

B° Garagaltza, 51  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 250 300  
Fax: 34 943 780 917  
E-mail: info@ulmaembedded.com  
**ACTIVITY:** Engineering services on embedded systems.

## 4 LIST OF COMPANIES

---

### **ULMA HANDLING SYSTEMS**

B° Garagaltza, 50. Apartado 67  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 782 492  
Fax: 34 943 782 910 – 943 718 137  
E-mail: informa@manutencion.ulma.es  
**ACTIVITY:** Logistics engineering and consultancy.

### **• DELEGATION BARCELONA**

C/Nápoles, 82-86  
08013 Barcelona  
Phone: 34 932 478 860  
Fax: 34 932 325 765

### **• DELEGATION VALENCIA**

Edificio salvesen logistica  
46960 Aldaya (Valencia)  
Phone: 34 677 985 467

### **• BRAZIL**

Rua José Getulio 579 cj22  
Aclimação São Paulo – SP  
Brazil - Cep 01509-001  
Phone: +55 11 3711-5940  
Fax: +55 11 2167-5284

### **• FRANCE**

13/17 Rue de la Fontaine  
77700 Serris  
Phone: +33 (0) 164 633173  
Fax: +33 (0) 164633172

### **• HOLLAND**

Ringallee, 35  
6881 MX Velp (Netherlands)  
Phone: +31 (0) 263620733  
Fax: +31 (0) 263628539

### **• PTLs, S.L.**

B° Garagaltza, 50  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 718 820  
Fax: 34 943 718 828  
E-mail: info@ptlsystems.com

### **• PTLs do Brasil Comercio, Importação e Exportação, Ltda.**

Rua José Getúlio, 579, cj 22  
Aclimação - São Paulo - SP – Brasil  
CEP 01509-001  
Phone: +55 11 3722-5940  
Fax: +55 11 2167-5284

### **ULMA ARCHITECTURAL SOLUTIONS**

B° Zubillaga, 89 - Apartado 20  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 780 600  
Fax: 34 943 716 469  
E-mail: hormigon@ulmapolimero.com  
**ACTIVITY:** Prefabricated elements for the construction industry.

### **• ULMA BETAO POLÍMERO, LDA.**

Zona Industrial Vale de Figueira, Rua A, s/n  
Vale de Figueira  
2695 Sao Joao da Talha  
Lisboa (Portugal)  
Phone: 35 1 912306272  
Fax: 21 4720187

### **• ULMA BÉTON POLYMÈRE**

62 Av. du 8 Mai 1945  
64100 Bayonne (France)

### **• ULMA POLIMERBETON SP. Z O.O.**

Zeromskiego 46, 90-626 Lodz (Poland)

### **• ULMA PREFABRICADOS EM MINERAL COMPOSITE LTDA.**

Al Joaquim Eugenio Lima, 680  
Andar 4 Cj44  
Jardim Paulista  
Sao Paulo (Brasil)

### **ULMA PACKAGING**

B° Garibai, 28 – Apartado 145  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 739 200  
Fax: 34 943 780 819  
E-mail: info@ulmapackaging.com  
**ACTIVITY:** Packaging equipment and sensors.

### **• ULMA PACKAGING S.A.**

Avenida 101 - Iturraspe N.1075  
Partido Gral. San Martín  
Buenos Aires (Argentina)  
Phone: +541147138375

### **• ULMA PACKAGING PTY LTD**

9 Archimedes Place  
Qld 4172 Murarrie (Australia)  
Phone: +61(0)733994922

### **• GH NV**

Langlaarsteenweg, 168  
B-2630 Aartselaar (Belgium)  
Phone: 32038706060

### **• ULMA PACKAGING LTDA.**

(Oficina comercial)  
Rua José Getúlio, 579 - Cj. 22  
Cep: 01509-001 São Paulo - SP (Brasil)  
Phone: +55 11 4063-1143

### **• ULMA PACKAGING GMBH**

Einsteinring, 11  
89257 Illertissen (Deutschland)  
Phone: +49 (0) 7303/901996-0

• **ULMA PACKAGING SARL**

Centre Erlia - Z.I. De Jalday  
64500 Saint Jean De Luz (France)  
Phone: +33 0 5590 807077

• **ULMA PACKAGING SRL**

Via Dell'artigianato N.2  
29010 Gragnano Trebbiense (Italy)  
Phone: +39 (0) 523 788 447

• **ULMA PACKAGING S.A. DE C.V.**

Via Gustavo Baz Prada 2160 Edificio 4  
Planta Baja  
Col La Loma  
54060 Tlanepantla Edo. De México (México)  
Phone: +52 55 53658072

• **ULMA PACKAGING B.V.**

Techniekweg, 19a  
4143 Hw Leerdam (Netherlands)  
Phone: +31 345 623800

• **ULMA PACKAGING POLSKA  
SP.Z.O.O.**

Ul. Sikorskiego 5  
05-119 Legionowo (Poland)  
Phone: +48 022 7662250

• **ULMA PACKAGING LDA**

Centro De Negócios Quinta Verde,  
Fracção B  
Quinta Das Fazendas Novas  
2130-102 Benavente (Portugal)  
Phone: +351 263518030

• **ULMA PACKAGING SRL  
ROMANIA**

Strada Turmu Magurele 270D, Cavar Center,  
Corp C, Etaj 2, Biroul 2, Sector 4  
Bucuresti (Romania)  
Phone: +40 21 315 4848

• **ULMA PACKAGING LLC**

8-Tekstilshikov Dom 11 Build 1 Office 406  
129109 Moscow (Russia)  
Phone: +7 495 228 1147

• **ULMA PACKAGING SYSTEMS  
(SA) (PTY) LTD**

Village Crescent – Linbro Village  
Linbro Business Park  
2146 Sandton (South Africa)  
Phone: +27 (11) 608 4005

• **ULMA PACKAGING UKRAINE**

A.Akhmatovoy Str., 13, Office 380  
02068 Kiev (Ukraine)  
Phone: +38 044 2292877  
E-mail: vchemokozinskyi@ulmapackaging.com.ua

• **ULMA PACKAGING LIMITED**

Unit 4 Woodland Court  
Coach Crescent Shireoaks  
5818AD Worksop (United Kingdom)  
Phone: +44 (0) 1909506504

• **HARPAK-ULMA PACKAGING,  
LLC. (GA)**

3035 Torrington Drive  
30107 Ball Ground (Ga)  
USA  
Phone: +1 (508) 884 250

**SPAIN**

**Delegation Andalucia**

Pg.Ind. La NEGRILLA, Manzana 1,  
C/ Libro, Nave 26  
41016 SEVILLA  
Phone: 34 955 630 015  
E-mail: andalucia@ulmapackaging.com

**Delegation Canary Islands**

Camino de las Gavias, 131  
38204 La Laguna (Tenerife)  
Canarias  
Phone: 34 922 314 447  
E-mail: canarias@ulmapackaging.com

**Delegation Catalonia**

C/ Pintor Velázquez, 7-9  
08213 Polinya (Barcelona)  
Phone: 34 937 132 845  
E-mail: catalunya@ulmapackaging.com

**Delegation Center**

Av. Cerro del Águila, 3 - Edificio 2  
Oficina 2B1  
Parque Empresarial Sanse  
28700 S.S. de los Reyes (Madrid)  
Phone: 34 916 523 700  
E-mail: centro@ulmapackaging.com

**Delegation Galicia**

Avda. de Madrid, 73 - 2º Oficina 9  
36214 Vigo (Pontevedra)  
Phone: 34 986 231 530  
E-mail: galicia@ulmapackaging.com

**Delegation Levante**

Edificio Parque de la Albufera  
Pz. Alqueria de la Culla ,4-Planta 9, Ofc.904  
46910 Alfafar (Valencia)  
Phone: 34 961 225 202  
E-mail: levante@ulmapackaging.com

**Delegation North**

Bº Garibai, 28  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 739 211  
E-mail: norte@ulmapackaing.com

**ULMA PIPING**

Bº Zubillaga, 3 – Apartado 14  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 780 552  
Fax: 34 943 781 808  
E-mail: ulma@ulmapiping.com  
**ACTIVITY:** Manufacture of forged flanges  
and accessories.

## 4 LIST OF COMPANIES

### • INDUSTRIAS ULMA VENEZOLANA C.A

Edificio el Candil  
Avda. Norte, piso 8, Oficina 8-A  
Urbanización la Candelaria  
1010 Caracas, VENEZUELA  
Phone: 58-212-5745703  
Fax: 58-212-5746054

### • ULMA LAZKAO FORGING, S.L.

Cl. Zubierreka, 52  
20210 Lazkao (Gipuzkoa)  
Phone: 34 943 805 333  
**ACTIVITY:** Forging.

### ULMA PRECINOX

B° Olaberria, 11  
20230 Legazpi (Gipuzkoa)  
Phone: 34 943 250 790  
Fax: 34 943 250 765  
E-mail: info@ulmaprecinox.com  
**ACTIVIDAD:** Manufacture of metal structures.

### UROLA

Urola-Kalea, s/n  
Apdo. 3  
20230 Legazpia (Gipuzkoa)  
Phone: 34 943 737 003  
Fax: 34 943 730 926  
E-mail: transformado@urola.com  
E-mail: maquinaria@urola.com  
Web: www.urola.com  
**ACTIVITY:** Construction of blowing machines for the manufacture of hollow thermoplastic containers. Manufacture of blowing moulds. Transformation of plastic by extrusion. Transformation of plastic by injection. Transformation of plastic by blowing. Transformation of plastic by injection-blowing.

### URSSA

Campo de los Palacios, 18  
Apdo. 284  
01006 Vitoria (Álava)  
Phone: 34 945 158 510  
Fax: 34 934 158 513  
E-mail: urssa@urssa.es  
Web: www.urssa.es  
**ACTIVITY:** Engineering, manufacture of metal structures. Integral project management.

## RETAIL AREA

### RETAIL

#### GRUPO EROSKI

B° San Agustín, s/n  
48230 Elorrio (Bizkaia)  
Phone: 34 946 211 211  
Fax: 34 946 211 222  
Web: www.eroski.es  
**ACTIVITY:** Group of companies belonging to the EROSKI cooperative, whose core business focuses on the retail trading sector for mass consumer goods and services, through multiformat outlets that are either of a general nature (supermarkets, hypermarkets and petrol stations) or specialist (perfumes, sport, travel, leisure and culture).

#### Food Domain

**ACTIVITY:** Retailing of mass consumer goods and services, through hypermarkets, supermarkets, self-services and petrol stations.

#### • CAPRABO, S.A

Ciencias, 135  
08908 LHospitalet de Llobregat (Barcelona)  
Web: www.caprabo.es

#### • CECOSA HIPERMERCADOS S.L.

Commercial distribution of goods and services of big consumption.  
MercaMadrid Plataforma Baja  
Parcela B-2 Calle 21  
Crta. Villaverde-Vallecas Km. 3,8  
28053 (Madrid)

#### • CECOSA SUPERMERCADOS S.L.

Commercial distribution of goods and services of big consumption.  
MercaMadrid Plataforma Baja  
Parcela B-2 Calle 21  
Crta. Villaverde-Vallecas Km. 3,8  
28053 (Madrid)

- **EROSKI S. COOP.**

B° San Agustín, s/n  
48230 Elorrio (Bizkaia)  
Phone: 34 946 211 211  
Fax: 34 946 211 222  
Web: www.eroski.es

### Diversification Area

**ACTIVITY:** Retailing of consumer goods and services through specialist outlets: perfumes, HORECA (Hotels, Restaurants and Catering), Cash & Carry, sports shops, travel agents, and leisure and culture outlets.

- **ABACUS IBERIA, S.A., ABAC**

Commercial retail of recreational and cultural items.  
Avenida Pablo Neruda, 91-97  
Centro Comercial Madrid Sur.  
28018 Madrid

- **DAPARGEL S.L., PERFUMERÍAS IF**

Commercial retail of toiletries.  
Idorsolo Kalea, 15 - Edificio San Isidro II  
Planta 1 - Departamento 12, planta 1.  
48160 Derio (Bizkaia)  
Web: www.infaradis.com

- **FORUM SPORT S.A.**

Commercial retail of sporting goods.  
B° Etxerre, s/n  
48970 Basauri (Bizkaia)  
Web: www.forumsport.es  
Web: www.sportarea.es

- **VIAJES EROSKI, S.A.**

Travel agency specializing in the holiday and business areas.  
Polígono Artunduaga, 14-3  
48970 Basauri (Bizkaia)  
Web: www.viajeseroski.es

## FOOD AND AGRICULTURE

- **GRUPO AUSOLAN**

Uribarri Etorbidea, 35  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 794 611  
E-mail: ausolan@ausolan.com

- **ADARA**

P° del ferrocarril, 339,3°,1ª  
08860 Castelldefels  
Phone: 34 936 455 100  
Fax: 34 936 455 101  
E-mail: adara@ausolan.com  
**ACTIVITY:** Group catering.

- **AUZO-LAGUN**

Uribarri Etorbidea, 35  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 794 611  
Fax: 34 943 794 366  
E-mail: auzolagun@ausolan.com  
**ACTIVITY:** Group catering. Cooked dishes. Cleaning of buildings and premises. Integrated health service.

- **COCINA CENTRAL GOÑI**

Rivera de Axpe, 38  
48950 Erandio (Bizkaia)  
Phone: 34 944 630 588  
Fax: 34 944 630 221  
E-mail: goni@ausolan.com  
**ACTIVITY:** Group catering service.

- **COCINA CENTRAL MAGUI**

C/ Larragana, 12  
01013 Vitoria-Gasteiz  
Phone: 34 945 251 776  
www.maguinet.com  
**ACTIVITY:** Group catering service.

- **COMISLAGUN**

Carretera Masía de Juez, 18-A  
46900 Torrent (Valencia)  
Phone: 34 961 568 001  
Fax: 34 961 568 132  
E-mail: comislagun@ausolan.com  
73,4% owned by Auzo-Lagun.  
**ACTIVITY:** Group catering service.

- **GESLAGUN**

Uribarri Etorbidea, 35  
Apdo. 140  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 79 46 11  
Fax: 34 943 79 43 66  
**ACTIVITY:** Group catering service.

- **JANGARRIA**

Katuarri, 20  
Ansoain (Navarra)  
Phone: 34 948 382 020  
Fax: 34 948 131 892  
E-mail: jangarria@ausolan.com  
**ACTIVITY:** Group catering service.

- **BARRENETXE**

Okerra, 7  
48270 Markina (Bizkaia)  
Phone: 34 946 168 143  
Exploitation Berriatua:  
Phone: 34 946 139 157  
Exploitation Etxea:  
Phone: 34 946 166 173  
E-mail: barrenetxe@barrenetxe.com  
**ACTIVITY:** Greenhouse and open-air fruit and vegetable crops.

- **BEHI-ALDE**

Olaeta-Aramaiona (Álava)  
Apdo. 44 Mondragón  
Phone: 34 945 450 100  
Farm: 34 945 450 100  
E-mail: behi-alde@conet.es  
**ACTIVITY:** Milk, livestock for breeding and meat.

## 4 LIST OF COMPANIES

### KNOWLEDGE

#### MIBA

Zona Industrial Galarza, s/n  
48277 Etxebarria (Bizkaia)  
Phone: 34 946 167 884  
Fax: 34 946 167 886  
E-mail: miba@miba.coop  
Olaeta-Aramaiona (Álava)  
**ACTIVITY:** Compound feeds. Tools and small farming machinery. Fertilisers and seeds. Phytosanitary products. Veterinary service.

#### • UNEKEL

Barriada de Berrio, s/n  
48230 Elorrio (Bizkaia)  
Phone: 34 946 167 884  
Fax: 34 946 167 886  
**ACTIVITY:** Breeding of rabbits.

### RESEARCH CENTRES

#### AOTEK

Barrio San Andrés, 19. Apartado 2  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 039 805  
Fax: 34 943 719 203  
E-mail: info@aotek.es  
Web: www.aotek.es  
**ACTIVITY:** Automation and optics.

#### C.S. CENTRO STIRLING

Avenida Álava, 3  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 037 948  
Web: www.centrostirling.com  
**ACTIVITY:** Sustainable energy in the home environment.

#### EDERTEK

Polo Garaia, Itsasi kale 6, Apdo. 19,  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 038 867  
Fax: 34 943 038 845  
E-mail: a.akizu@edertek.es  
Web: www.fagorederlan.es  
**ACTIVITY:** Innovation and development.

#### ETIC MICROSOFT

Polo de Innovación Garaia  
Goiru kalea, 1 - Edificio A  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 082 925  
**ACTIVITY:** Development of projects involving embedded systems technologies.

#### FAGOR HOMETEK

B° San Andrés, 18  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 719 100  
Fax: 34 943 036 928  
**ACTIVITY:** Home fittings.

#### IK4-IDEKO

Calle de Arriaga, 2. Apdo. 80  
20870 Elgoibar (Gipuzkoa)  
Phone: 34 943 748 000  
Fax: 34 943 743 804  
E-mail: ideko@ideko.es  
Web: www.ideko.es  
**ACTIVITY:** Development and innovation in machine tools and systems: product development and improved production processes. Technical support. Technology monitoring.

#### IK4-IKERLAN

José María Arizmendiarieta, 2  
Apdo. 146  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 400  
Fax: 34 943 796 944  
E-mail: webmaster@ikerlan.es  
Web: www.ikerlan.es  
**ACTIVITY:** Development and innovation in machine tools and systems: product development and improved production processes. Technical support. Technology monitoring.

#### • IKERLAN Unidad de Energía

Parque Tecnológico de Álava  
Juan de Cierva, 1  
01510 Miñano Menor (Araba)  
Phone: 34 943 712 400  
Fax: 34 945 296 296

#### IK-4 LORTEK

Barrio La Granja, s/n  
20240 Ordizia (Gipuzkoa)  
Phone: 34 943 882 303  
Fax: 34 943 884 345  
E-mail: lortek@lortek.es  
Web: www.lortek.es  
**ACTIVIDAD:** Joining Technologies.

**ISEA**

Polo de Innovación Garaia  
Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 772 064  
Fax: 34 943 795 437  
Web: www.iseamcc.net  
**ACTIVITY:** Innovation in advanced services.

**KONIKER**

Pol. Ind. Bainuetxe, 5A  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 039 360  
Fax: 34 943 039 369  
E-mail: info@koniker.coop  
Web: www.koniker.coop  
**ACTIVITY:** R&D in forming and assembly.

**MAIER TECHNOLOGY CENTER (MTC)**

Pol. Ind. Arabieta  
48300 Ajangiz (Bizkaia)  
Phone: 34 946 259 265  
Fax: 34 946 259 258  
Web: www.maier.es  
E-mail: gernika@mtc.maier.es  
**ACTIVIDAD:** Research and development into automotive assemblies and components made with thermoplastics. Development of new technologies.

**MIK (MONDRAGON INNOVATION & KNOWLEDGE)**

Ibarra Zelaia, 2  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 719 191  
Fax: 34 943 718 162  
E-mail: mik@mik.es  
Web: www.mik.es  
**ACTIVITY:** Management research.

**ORONA EIC**

Polígono Industrial Lastaola, s/n  
20120, Hernani (Gipuzkoa)  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
**ACTIVITY:** Vertical transport systems.

**ULMA PACKAGING TECHNOLOGICAL CENTER (UPTC)**

B° Garagaltza, 51 – 22 PK  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 039 350  
Fax: 34 943 039 341  
**ACTIVITY:** Development and Research in packaging sector.

**TRAINING CENTRES****ARIZMENDI**

Otalora Lizenzriaduna, 8  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 772 025  
Fax: 34 943 797 922  
E-mail: arizmendi@arizmendi.ikastola.net  
Web: arizmendi.eu  
**ACTIVITY:** Education.

**GOIERRI GOI MAILAKO ESKOLA**

La Granja auzoa, s/n  
20240 Ordizia (Gipuzkoa)  
Phone: 34 943 880 062  
Fax: 34 943 888 351  
E-mail: bulegoa@goierrieskola.org  
Web: www.goierrieskola.org  
**ACTIVITY:** Education.

**LEA-ARTIBAI**

Xemein etorbidea, 19  
48270 Markina-Xemein (Bizkaia)  
Phone: 34 946 169 002  
Fax: 34 946 169 160  
E-mail: info@leartik.com  
Web: www.leartik.com  
**ACTIVITY:** Technical education.

**MONDRAGON UNIBERTSITATEA**

C/Loramendi, 4  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 712 185  
Fax: 34 943 712 193  
E-mail: info@mondragon.edu  
Web: www.mondragon.edu  
**ACTIVITY:** University studies.

**• SCHOOL OF BUSINESS**

Mondragon Unibertsitatearen Fakultatea  
**Campus of Oñati:**  
Ibarra Zelaia, 2  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 718 009  
Fax: 34 943 718 162  
E-mail: rigarza@mondragon.edu

**Campus of Bidasoa:**

Hendaia, 8  
20301 Irun (Gipuzkoa)  
Phone: 34 943 639 129  
Fax: 34 943 667 022  
E-mail: ioiartzabal@mondragon.edu  
Web: www.mondragon.edu/eu/enpresagintza  
**ACTIVITY:** Training of undergraduate, postgraduate and continuing education in management. Management research.

**• SCHOOL OF HUMANITIES AND EDUCATION**

Faculty of Mondragon University  
**Campus of Eskoriatza:**  
Dorleta, s/n  
20540 Eskoriatza (Gipuzkoa)  
Phone: 34 943 714 157  
Fax: 34 943 714 032  
E-mail: harrera.huhezi@mondragon.edu  
Web: www.mondragon.edu/eu/huhezi

**Campus of Aretxabaleta:**

Otalora, 29  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 714 157  
Fax: 34 943 714 032  
e-mail: harrera@huhezi.mondragon.edu  
Web: www.mondragon.edu/eu/huhezi  
**ACTIVITY:** Schoolteacher's college. Audio-visual Communication Studies.

## 4 LIST OF COMPANIES

### SUPPORT BODIES AND INTERNATIONAL SERVICES

#### • ESCUELA POLITÉCNICA SUPERIOR

Faculty of Mondragon University  
**Campus of Arrasate:**  
C/Loramendi, 4 - Apdo. 23  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 794 700  
Fax: 34 943 791 536  
E-mail: jgantxegi@mondragon.edu

#### **Campus of Goierri:**

Granja Auzoa, s/n.  
20240 Ordizia (Gipuzkoa)  
Phone: 34 943 880 062  
Fax: 34 943 888 351  
E-mail: bulegoa@goierrieskola.org  
**ACTIVITY:** Technical education.

#### • BASQUE CULINARY CENTER

Faculty of Mondragon University  
**Campus of San Sebastian.**  
Paseo Juan Avelino Barriola, 101  
20009 Donostia (Gipuzkoa)  
Phone: 34 902 540 866  
Fax: 34 943 574 502  
Email: info@bculinary.com  
Web: www.bculinary.com  
**ACTIVITY:** Education in gastronomic sciences.

#### OTALORA

Palacio Otalora  
Barrio Aozaraza, s/n  
20550 Aretxabaleta (Gipuzkoa)  
Phone: 34 943 712 406  
Fax: 34 943 712 338  
E-mail: otalora@mondragoncorporation.com  
**ACTIVITY:** Cooperative and business training.

#### TXORIERRI POLITEKNIKA IKASTEGIA

Untzaga Ibaia kalea, 1  
48016 Derio (Bizkaia)  
Phone: 34 944 034 060  
Fax: 34 944 034 061  
E-mail: info@txorierri.net  
Web: www.txorierri.net  
**ACTIVITY:** Technical education.

#### SUPPORT BODIES

##### ATEGI

Polo Garaia, Goiru kalea. Edificio A-2ª planta  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 711 930  
Fax: 34 943 773 101  
E-mail: info@ategi.com  
Web: www.ategi.com  
**ACTIVITY:** Buying portal.

##### FUNDACIÓN MONDRAGON

Paseo José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
E-mail: fundaci.n@mcc.es  
**ACTIVITY:** Services to business to Business.

##### MONDRAGON

Paseo José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
Web: www.mondragon-corporation.com  
**ACTIVITY:** Services to business to Business.

##### MONDRAGON CENTRO DE PROMOCIÓN

Polo de Innovación Garaia  
Goiru Kalea, 1-1º  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 082 215  
Fax: 34 943 796 632  
E-mail: mondragon-cp@mondragoncorporation.com  
Web: www.mondragon-corporation.com  
**ACTIVITY:** Promotion of new companies

##### MONDRAGON INNOVACIÓN

Paseo José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
51% owned by MONDRAGON INVERSIONES.  
**ACTIVITY:** Financing of technology projects.

##### MONDRAGON INVERSIONES

Paseo José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
**ACTIVITY:** Promotion of companies.

##### MONDRAGON NAVARRA

Avda. Carlos III, 36-1º  
Pamplona (Navarra)  
Phone: 34 943 421 942  
Fax: 34 943 421 943  
25% owned by MONDRAGON INVERSIONES.  
**ACTIVITY:** Promotion of companies.

##### MONDRAGON PROMOCIÓN

Pº José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
36% owned by MONDRAGON.  
Inversiones y Caja Laboral.  
**ACTIVITY:** Promotion of companies.

##### MONDRAGON SUSTRAI

Po José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
**ACTIVITY:** Property management.



**POLO DE INNOVACIÓN GARAIA**

Goiru kalea, 1  
 20500 Mondragón (Gipuzkoa)  
 Phone: 34 943 038 846  
 Fax: 34 943 793 999  
 E-mail: garaia@pologaraia.es  
 Web: www.pologaraia.es  
**ACTIVITY:** To provide infrastructures for innovation.

**INTERNATIONAL SERVICES****MONDRAGON BRASIL**

Alameda Santos 2.335  
 7º Andar, Cj. 71 CeP 01419-002  
 Sao Paulo - SP - Brasil  
 Phone: +55 11 3082 3336  
 Fax: +55 11 3082 3365  
 Corporate Delegate:  
 Mr. Ibrahim Joao Elias  
 E-mail: ibraelias@mondragonbrasil.com.br

**MONDRAGON CHILE**

Av. Nueva Tajamar, 555 - Oficina 1402  
 Edif World trade Center las Condes.  
 Santiago de Chile - Chile  
 Phone: +56 (2) 334 66 88  
 +(56 2) 232 37 86  
 Director Area: Mr. Fernando Fernández de Landa  
 E-mail: alfa@mondragoncorporation.cl

**MONDRAGON CHINA****• MONDRAGON BEIJING**

Room 1106, Golden land Building,  
 32 liang Ma Qiao Road, Chaoyang District,  
 100016, Beijing. P.R. China  
 Phone: +8610 6464 3686  
 Fax: +8610 6464 3680  
 Corporate Delegate:  
 Mr. Jimmy Yan  
 jimmy.yan@mondragoncorporation.cn  
 E-mail: mcbj@mondragoncorporation.cn

**• MONDRAGON SHANGHAI**

CORPORATE OFFICE  
 Room 3101, Haitong securities Building,  
 No. 689 Guangdong Road,  
 200001 - shanghai, P.R. China  
 Phone: +8621 6341 0728 / 29 / 30  
 Fax: +8621 6341 0725  
 Corporate Delegate:  
 Mr. Jason Zou - Chief Representative  
 E-mail: jason.zou@mondraoncorporation.cn

**• MONDRAGON SHANGHAI**

SOURCING OFFICE  
 Room 3101, Haitong securities Building,  
 No. 689 Guangdong Road,  
 200001 - Shanghai, P.R. China  
 Phone: +8621 6341 0728 / 29 / 30  
 Fax: +8621 6341 0725  
 Director Compras: Mr. Jokin Laspiur  
 email: jokin@mondraoncorporation.com

**• MONDRAGON SHENZHEN**

Room 20 Cb-A1, 20 F, Block B, Bank of China Tower  
 Caitian Road, Futian District  
 518036 Shenzhen  
 P.R. China  
 Phone: +86 755 8375 2452 / 2453  
 Fax: +86 755 83752 453  
 Corporate Delegate:  
 Mr. Jason Zou - Chief Representative  
 E-mail: jason.zou@mondragoncorporation.cn

**MONDRAGON INDIA****• MONDRAGON NUEVA DELHI**

Mondrago India  
 II Floor, F-89 / 8  
 Okhla Industrial Area, Phase - I  
 New Delhi - 110020 India  
 Phone: +91-11-40649000  
 Fax: +91-11-40649001  
 Corporate Delegate  
 Mr. Ashutosh sharma  
 E-mail: ashu@mondragoncorporation.in

**• MONDRAGON PUNE**

CORPORATE OFFICE  
 Rachna Ventura Building  
 5th Floor , Cts No. 1337/1  
 Survey No. 134/1  
 ItI Road, Aundh  
 Pune-411007  
 Phone: +91 9975449340  
 Director. Mr. Ashutosh Sharma  
 email: ashu@mondragoncorporation.in

**MONDRAGON MÉXICO**

Ejército Nacional, 678  
 Interior 201 - Col. Polanco  
 México DF 11550 - México  
 Phone: 52-55 - 5250 1984 / 5250 1954  
 Corporate Delegate:  
 Mrs. Teresa Fernández  
 E-mail: teresa@mondragoncorporation.es

**MONDRAGON RUSIA**

C/ Argunovskaya N°3 /1  
 Moscu (C P 129075).  
 Phone/fax: +7 495 787 74 45  
 Corporate Delegate:  
 Mr. Luis del Castillo  
 E-mail: luis@mondragon.ru & tatiana@mondragon.ru

**MONDRAGON USA**

1401 New York Avenue, NW suite 1225  
 Washington, DC 20005 - USA  
 Phone: +1 202 463 7877 # + 1 202 463 7744  
 Fax: +1 202 861 4784  
 Corporate Delegate:  
 Mr. Michael Peck  
 E-mail: mpeck@mapagroup.net & jscarborough@mapagroup.net

**MONDRAGON VIETNAM**

Room # 4A, 4th Floor, Rolanno Building  
 128 Nguyen Phi Khanh st.,  
 tan Dinh Ward, Dist 1, Hochiminh City,  
 Vietnam  
 Phone: +84-83 820 6034  
 Fax: +84-83 820 7335 & HP: +84-937 693 617  
 Nguyen thanh Phong (David)  
 Purchasing & Business Development  
 E-mail: phong@mondragoncorporation.vn  
 Website: www.mondragoncorporation.com



*“Democracy, once accepted nobly, leads in itself to discipline, responsibility, and the establishment of solidarity, in short, to real social progress”.*

José María Arizmendiarieta (1915-1976)



LinkedIn ([www.linkedin.com/company/mondragon-corporation](http://www.linkedin.com/company/mondragon-corporation))



YouTube ([www.youtube.com/user/mondragoncorporation](http://www.youtube.com/user/mondragoncorporation))



Vimeo (<http://vimeo.com/album/1852670>)



Flickr ([www.flickr.com/photos/mondragoncorporation/](http://www.flickr.com/photos/mondragoncorporation/))



Twitter (<http://twitter.com/#!/enMONDRAGON>)



Slideshare ([www.slideshare.net/MONDRAGONCorporation](http://www.slideshare.net/MONDRAGONCorporation))



Web MONDRAGON  
(<http://www.mondragon-corporation.com/language/en-US/ENG.aspx>)



Tumblr ([aboutmondragon.tumblr.com](http://aboutmondragon.tumblr.com))



Wikipedia ([http://en.wikipedia.org/wiki/Mondragon\\_Corporation](http://en.wikipedia.org/wiki/Mondragon_Corporation))

**Paseo José María Arizmendiarieta 5,  
20500 Mondragón · Gipuzkoa · España  
[www.mondragon-corporation.com](http://www.mondragon-corporation.com)**